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IN THE UNITED STATES PATENT AND TRADEMARK OFFICE
BEFORE THE TRADEMARK TRIAL AND APPEAL BOARD

Proceeding	92050685
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Attachments	Reply Brief.PDF (8 pages)(190005 bytes) Attachment A to Reply Brief.PDF (10 pages)(446295 bytes) Attachment B to Reply Brief.PDF (24 pages)(1368697 bytes) Attachment C to Reply Brief.PDF (5 pages)(157055 bytes) Attachment D to Reply Brief.PDF (9 pages)(214281 bytes) Attachment E to Reply Brief.PDF (13 pages)(738821 bytes) Attachment F to Reply Brief.PDF (14 pages)(611814 bytes)

**IN THE UNITED STATES PATENT AND TRADEMARK OFFICE
TRADEMARK TRIAL AND APPEAL BOARD**

In the Matter of Trademark
Registration No. 3468426
Cancellation No. 92050685
Registered: July 15, 2008
Mark: IGNITING BUSINESS
International Class: 35

RENEE SHATANOFF,

Petitioner

v.

EXECUTIVE DEVELOPMENT
ARCHITECTS LLC,

Registrant.

**REGISTRANT'S REPLY BRIEF RELATED TO
MOTION FOR SUMMARY JUDGMENT**

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I. Table of Authorities

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II. Argument

Executive Development Architects, LLC (“Registrant”) hereby submits this Reply Brief Related to Motion for Summary Judgment (“Reply Brief”). Renee Shatanoff (“Petitioner”) filed a Response Brief June 21, 2009 (“Response Brief”).

This Reply Brief is made within the time prescribed in 37 C.F.R. 2.127(e)(1). Insofar as the Reply Brief falls under F.R.Civ.P. 12(f), the Board has discretion to hear the same at this time.

A. Petitioner places great weight on the Wikipedia article titled “Management Consulting.”

Petitioner’s Response Brief relies almost entirely upon a single Wikipedia article titled “Management Consulting.” See *Attachment A*, (noting that Petitioner only included the first seven pages of the article in its Attachment 6, however, all nine pages are included in Attachment A of this Response Brief). The crux of Petitioner’s argument, relying solely on the Wikipedia article “Management Consulting” is simply that only “large, diversified organizations” are capable of providing “business consulting services,” while simultaneously attempting to paint the picture that Registrant is not a “large, diversified organization,” but instead is a “niche consultancy.”

Even if the Wikipedia article is correct, which in itself is dubious, Petitioner’s argument is nonsensical and merely an attempt to distract the Board from the simple fact that regardless of the number of consultants which are employed or contracted by Registrant, Registrant is using, and has used openly, exclusively, and notoriously, the trademark “IGNITING BUSINESS” for *business consulting services* since February 6, 2004. This satisfies Registrant’s “use” requirement, regardless of whether she occupies “niche” market or a larger one. Registrant respectfully requests

the Board to review Attachments 1, 2, 3, 4, 5, 6, 7, 8, 9, and 10 of its Motion for Summary Judgment, which show Registrant's actual use, past and present, of the "IGNITING BUSINESS" mark for *business consulting services*.

B. Wikipedia articles are improper for the Board to consider, as they are not sufficiently reliable sources on which courts may rest determinations.

Wikipedia articles are improper for the Board to consider, as they are not sufficiently reliable sources on which courts may rest determinations. According to Wikipedia's own article titled "Reliability of Wikipedia," the concept behind the Wikipedia.org website is to provide information which is "open to collaborative editing and can be edited anonymously." See *Attachment B*. "Wikipedia is unusual in that it allows completely anonymous editing: editors are not required to provide any identification, or even an email address." See *Id.* Further, a web-based survey conducted from December 2005 to May 2006 assessed the "accuracy and completeness of Wikipedia articles." See *Id.* That survey found that, of the survey takers, *only* "76% agreed or strongly agreed that the Wikipedia article[s were] accurate." See *Id.*

In August, 2008 the United States Court of Appeals for the Eight Circuit succinctly agreed that it was improper for courts to consider information from Wikipedia because

Wikipedia describes itself as "the free encyclopedia that anyone can edit," urges readers to [f]ind something that can be improved, whether content, grammar or formatting, and make better," and assures them that "[y]ou can't break Wikipedia," because "[a]nything can be fixed or improved later." *Wikipedia: Introduction*, <http://en.wikipedia.org/wiki/Wikipedia:Introduction> (last visited August 7, 2008). See *Badasa v. Mukasey*, No. 07-2276, U.S.C.A., Eighth Circuit, August 29, 2008. See also *Attachment C*.

The opinion went on to say that

Articles “may become caught up in a heavily unbalanced viewpoint and can take some time—months perhaps—to regain a better-balanced consensus.” As a consequence, Wikipedia observes, the website’s “radical openness means that any given article may be, at any given moment, in a bad state: for example, it could be in the middle of a large edit or it could have been recently vandalized.” *Id.*

In a similar 2009 case, the Superior Court of New Jersey concurred, holding

Thus, it is entirely possible for a party in litigation to alter a Wikipedia article, print the article, and thereafter offer it in court in support of any given position. Such a malleable source of information is inherently unreliable, and clearly not one “whose accuracy cannot be reasonably questioned.” See *Palisades Collection, L.L.C. v. Graubard*, Docket No. A-1338-07T3, Superior Court of New Jersey, Appellate Division, April 17, 2009. See also *Attachment D*.

A further look into the actual contributors of, and when the contributions were actually made for Petitioner’s “Management Consulting” Wikipedia article reveal that it was edited more than 400 times [see *Attachment E*], by more than 300 different contributors. See *Attachment F*.

The majority of the contributors were anonymous, however, one cannot overlook the efficacy, the reliability, or the intentions of contributors with usernames such as “Ohnoitsjamie” (page 1), “GollyG” (page 1), “Mydogategodshat” (page 1), “Misterx2000” (page 2), “Monkeyman” (page 2), “Dizzyprizzy” (page 2), “Crocodile Punter” (page 3), “Evilmoo” (page 4), “YeahIKnow” (page 4), “Gasheadsteve” (page 5), “Kwiki” (page 5), or “Transferofpower” (page 12). See *Id.*

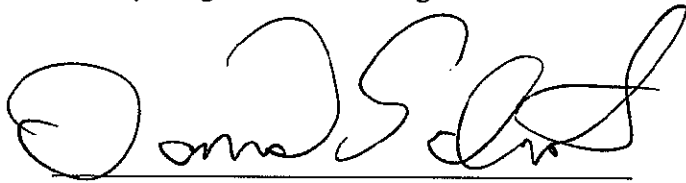
III. Conclusion

In light of the above statements, Registrant urges the Board to see this case for what it is: a frivolous and harassing legal tactic aimed at nothing more than forcing Registrant to incur time and money defending a mark she has duly registered and continues to use. Further, even if a proposed amendment to Registrant’s services were accepted, it would in no way alleviate the fact that a

likelihood of confusion would still exist between Petitioner's and Registrant's marks and would therefore have no impact on Petitioner's trademark strategy.

For the reasons stated above, Petitioner's Petition for Partial Cancellation should be denied in its entirety, and Registrant's Motion for Summary Judgment should be granted.

Dated: July 10, 2009

A handwritten signature in black ink, appearing to read 'David N. Schachter', written over a horizontal line.

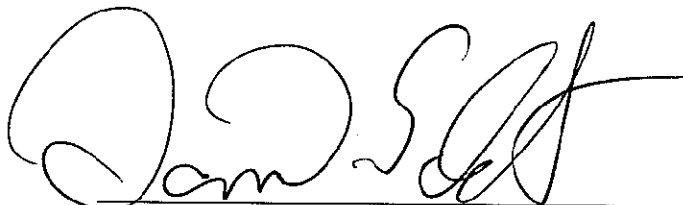
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CERTIFICATE OF SERVICE

I, David Schachter, hereby certify that on this 10 day of July, 2009, the foregoing **REPLY BRIEF RELATED TO MOTION FOR SUMMARY JUDGMENT** was served upon Petitioner's counsel of record by depositing same with the U.S. Postal Service, first-class postage prepaid, addressed to Petitioner's counsel address of record as follows:

Strategic Legal Counseling
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1055 East Colorado Blvd.
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Pasadena, CA 91106



David Schachter, Esq.

ATTACHMENT A: Wikipedia article titled “Management Consulting”

Management consulting

From Wikipedia, the free encyclopedia

Management consulting refers to both the industry of, and the practice of, helping organizations improve their performance, primarily through the analysis of existing business problems and development of plans for improvement.

Organizations hire the services of management consultants for a number of reasons, including gaining external (and presumably objective) advice, access to the consultants' specialized expertise, or simply as extra temporary help during a one-time project, where the hiring of more permanent employees is not required.

Because of their exposure to and relationships with numerous organizations, consultancies are also said to be aware of industry "best practices", although the transferability of such practices from one organization to another is the subject of debate.

Consultancies may also provide organizational change management assistance, development of coaching skills, technology implementation, strategy development, or operational improvement services. Management consultants generally bring their own, proprietary methodologies or frameworks to guide the identification of problems, and to serve as the basis for recommendations for more effective or efficient ways of performing business tasks.

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History

Management consulting grew with the rise of management as a unique field of study. The first management consulting firm was Arthur D. Little, founded in 1886 by the MIT professor of the same name. Though Arthur D. Little later became a general management consultancy, it originally specialized in technical research. Booz & Company was founded by Edwin G. Booz, a graduate of the Kellogg School of Management at Northwestern University, in 1914 as a management consultancy and the first to serve both industry and government clients.

After World War II, a number of new management consulting firms formed, most notably Boston Consulting Group, founded in 1963, which brought a rigorous analytical approach to the study of management and strategy. Work done at Boston Consulting Group, McKinsey, Booz & Company, and the Harvard Business School during the 1960s and 70s developed the tools and approaches that would define the new field of strategic management, setting the groundwork for many consulting firms to follow. In 1983, Harvard Business School's influence on the industry continued with the founding of Monitor Group by six professors.

One of the reasons why management consulting grew first in the USA is because of deep cultural factors: it was accepted there, (contrary to say, Europe), that management and boards alike might not be competent in all circumstances; therefore, buying external competency was seen as a normal way to solve a business problem. This is referred to as a "contractual" relation to management. By contrast, in Europe, management is connected with emotional and cultural dimensions, where the manager is bound to be competent at all times. This is referred to as the "pater familias" pattern. Therefore seeking (and paying for) external advice was seen as inappropriate. However, it is sometimes argued that in those days the average level of education of the executives was significantly lower in the USA than in Europe, where managers were Grandes Ecoles graduates (France) or "Doktor" (Germany), though this is very difficult to quantify given the vastly differing management structures in American and European businesses.

It was only after World War II, in the wake of the development of the international trade led by the USA, that management consulting emerged in Europe. The current trend in the market is a clear segmentation of management consulting firms.

Another branch of management consulting is Human Resource consulting. Such firms provide advice to their clients regarding the financial and retirement security, health, productivity, and employment relationships of their global workforce

Approaches

In general, various approaches to consulting can be thought of as lying somewhere along a continuum, with an 'expert' or prescriptive approach at one end, and a facilitative approach at the other. In the expert approach, the consultant takes the role of expert, and provides expert advice or assistance to the client, with, compared to the facilitative approach, less input from, and fewer collaborations with, the client(s). With a facilitative approach, the consultant focuses less on specific or technical expert knowledge, and more on the *process* of consultation itself. Because of this focus on process, a facilitative approach is also often referred to as 'process consulting,' with Edgar Schein being considered the most well-known practitioner. The consulting firms listed above are closer toward the expert approach of this continuum.

Many consulting firms are organized in a matrix structure, where one 'axis' describes a business function or type of consulting: for example, strategy, operations, technology, executive leadership, process improvement, talent management, sales, etc. The second axis is an industry focus: for example, oil and gas, retail, automotive. Together, these form a matrix, with consultants occupying one or more 'cells' in the matrix. For example, one consultant may specialize in operations for the retail industry, and another may focus on process improvement in the downstream oil and gas industry.

Specializations

Management consulting refers generally to the provision of business consulting services, but there are numerous specializations, such as information technology consulting, human resource consulting, and others, many of which overlap, and most of which are offered by the large diversified consultancies listed below. So-called "boutique" consultancies, however, are smaller organizations specializing in one or a few of such specializations.

Current state of the industry

Management consulting has grown quickly, with growth rates of the industry exceeding 20% in the 1980s and 1990s. As a business service, consulting remains highly cyclical and linked to overall economic conditions. The consulting industry shrank during the 2001-2003 period, but has been experiencing slowly increasing growth since. In 2007, total global revenues for management consulting are expected to exceed the \$300 billion mark.

Currently, there are four main types of consulting firms:

1. Large, diversified organizations that offer a range of services, including information technology consulting, in addition to a strategy consulting practice (e.g. Accenture, Capgemini, Deloitte, IBM). Some very large IT service providers have moved into consultancy as well and are also developing strategy practices (e.g. Wipro, Tata, Infosys)
2. Medium-sized information technology consultancies, that blend boutique style with some of the same services and technologies bigger players offer their clients (e.g. IDS Scheer, arinso).
3. Large management and strategic consulting specialists that offer primarily strategy consulting but are not specialized in any specific industry (e.g. Bain & Company, Booz & Company, McKinsey & Company, The Boston Consulting Group, Oliver Wyman, A.T. Kearney).
4. Boutique firms, often quite small, which have focused areas of consulting expertise in specific industries, functional areas or technologies (e.g. Heidrick & Struggles, Towers Perrin, the Avascent Group, Newton

Industrial Consultants) . Most of the boutiques were founded by famous business theorists. Small firms with less than 50 employees are often referred to as niche consultancies (e.g. Agility Works, iProCon HCM). If they have a unique concept and market it successfully, they often grow out of this segment very fast or are bought by larger players interested in their know how.

A fifth type that is emerging is the sourcing advisory firm, that advise buyers on sourcing choices related to insourcing, outsourcing, vendor selection, and contract negotiations. The top 10 sourcing advisors (as ranked by the Black Book of Outsourcing) were TPI, Gartner, Hackett Group, Everest Group, PwC, Avasant, PA Consulting, and EquaTerra.^[1] Although a fast growing sector, the largest sourcing advisory practices would likely be classified as boutiques when considering the management consulting industry as a whole - with one of the largest players, TPI, for example, citing 2006 revenues of less than US\$150M during its acquisition by ISG.^[2]

Worldwide Management Consultants - numbers.

With worldwide revenues of \$300 Billion, it can be assumed that the average revenue per consultant is \$300,000 - this means that there are over 1 million management consultants in the world.

Assuming that 50% of these are employed by firms with 50 or more consultants, then it fair to assume that there are at least 500,000 management consultants in Boutique firms

Trends

Management consulting is becoming more prevalent in non-business related fields as well. As the need for professional and specialized advice grows, other industries such as government, quasi-government and not-for-profit agencies are turning to the same managerial principles that have helped the private sector for years.

One important and recent change in the industry has been the spin-off or separation of the consulting and the accounting units of the large diversified firms. For these firms, which began business as accounting firms, management consulting was a new extension to their business. But after a number of highly publicized scandals over accounting practices, such as the Enron scandal, accountancies began divestiture of their management consulting units, to more easily comply with the tighter regulatory scrutiny that followed.

Rise of internal corporate consulting groups

Added to these approaches are corporations that set up their own internal consulting groups, hiring *internal management consultants* either from within the corporation or from external firms employees. Many corporations have internal groups of as many as 25 to 30 full-time consultants.

Internal consulting groups are often formed around a number of practice areas, commonly including: organizational development, process management, information technology, design services, training, and development.

Advantages

There are several potential benefits of internal consultants to those who employ them:

- If properly managed and empowered, internal consulting groups evaluate engagement on projects in light of the corporation strategic and tactical objectives.
- Often, the internal consultant has less ramp up time on a project due to familiarity with the corporation, and is able to guide a project through to implementation—a step that would be too costly if an external consultant were used.
- Internal relationship provides opportunities to keep certain corporate information private.
- It is likely that the time and materials cost of internal consultants is significantly less than external consultants operating in the same capacity.

Note: Corporations need to be conscious of and consistent with how internal consultant costs are accounted for on both a project and organizational level to evaluate cost effectiveness.

- Internal consultants are often uniquely suited to

a) Lead external consulting project teams or b) Act as organizational subject matter experts 'embedded' with external consulting teams under the direction of organizational management.

A group of internal consultants can closely monitor and work with external consulting firm. This would ensure better delivery, quality, and overall operating relationship.

External firms providing consulting services have a dichotomy in priority. The health of the external firm is in aggregate more important than the health of the client organization. (client objectives are ultimately secondary to that of the strategic goals of the external firm)

Again assuming proper management, internal consulting groups are less likely have a dichotomy in priority. The health of the client organization is in aggregate more important than the health of the internal consulting group. (Put the company objectives first)

Disadvantages

- The internal consultant may not bring the objectivity to the consulting relationship that an external firm can.
- An internal consultant also may not bring to the table best practices from other corporations. A way to mitigate this issue is to recruit experience into the group and/or proactively provide diverse training to internal consultants.
- Where the consulting industry is strong and consulting compensation high, it can be difficult to recruit candidates.
- It is often difficult to accurately measure the true costs and benefits of an internal consulting group.
- When financial times get tough, internal consulting groups that have not effectively demonstrated economic value (costs vs. benefits) are likely to face size reductions or reassignment.

Government consultants

The use of management consulting in governments has increased significantly in recent times. Booz Allen Hamilton (now split from Booz & Company) is particularly well known now as a consultant that primarily serves the US Federal Government. Deloitte Consulting LLP applies its industry expertise and decades of experience to helping government departments and agencies solve their toughest problems. In India agriculture finance corporation limited provides consultancy mainly to governments and related institutions.

United Kingdom

From 1997 to 2006, Labour governments have spent £20 billion for management consultants and at least another £50 billion for IT systems, up significantly from the £500 million a year spent by the previous Conservative government.^[3] From 2003–2006 spending on consultants has risen by a third, from £2.1 billion in 2003–04 to £2.8 billion in 2005–06, largely due to increases in spending by the National Health Service. In the past three years £7.2 billion has been spent on consultancy services from large consultancy firms.^[4]

Management consulting companies rating

The webservice "vault.com" prepares a list of the most prestigious 50 consulting companies each year. The most prestigious 15 consulting companies in 2009 are ^[5]:

1. McKinsey and Company
2. Boston Consulting Group
3. Bain and Company
4. Booz & Company
5. Monitor Group
6. Mercer LLC
7. Deloitte
8. Oliver Wyman
9. PricewaterhouseCoopers
10. L.E.K. Consulting
11. Ernst and Young
12. A.T. Kearney
13. IBM Global Business Services
14. Accenture
15. The Parthenon Group

Criticism

Despite consistently high and growing revenues, management consultancy also consistently attracts a significant amount of criticism, both from clients, and also from management scholars.

"Management consultants are often criticized for overuse of buzzwords^[6], reliance on and propagation of management fads, and a failure to develop plans that are executable by the client." A number of critical books about management consulting argue that the mismatch between management consulting advice and the ability of business executives to actually create the change suggested results in substantial damages to existing

businesses.^[7]

Irreputable consulting firms are often accused of delivering empty promises, despite high fees. They are often charged with "stating the obvious" and lacking the experience on which to base their advice. These consultants bring few innovations, and instead offer generic and "prepackaged" strategies and plans that are irrelevant to the client's particular issue. They may fail to prioritize their responsibilities, placing their own firm's interests before the clients'.^[8]

Another concern is the promise of consulting firms to deliver on the sustainability of results. At the end of an engagement between the client and consulting firm, there is often an expectation that the consultants audit the project results going forward for a set period of time to ensure their efforts are sustainable. Although sustainability is promoted by some consulting firms, it is difficult to implement because of the disconnect between the client and consulting firm after the project closes.

Further criticisms include: taking apart of the business (by firing employees) in a drive to cut costs^[6], only providing analysis reports, junior consultants charging senior rates, reselling similar reports to multiple clients as "custom work", lack of innovation, overbilling for days not worked, speed at the cost of quality, unresponsive large firms & lack of (small) client focus, and lack of clarity of deliverables in contracts.

Professional qualifications

- The internationally recognized Certified Management Consultant (CMC) professional designation - this is by far the gold standard.

There are several qualifications that can lead to becoming a management consultant; they include:

- Certificate in Management Consulting Essentials (IMC) - UK, Diploma in Management Consultancy (IMC) - UK - this is a step on the way to CMC
- Accountancy qualifications: Chartered Management Accountant (CIMA), Chartered Certified Accountant (ACCA), Chartered Accountant (CA), Certified Public Accountant (CPA), Certified Practising Accountant (CPA), Certified Management Accountant (CMA) Chartered Cost Accountant CCA Designation from AAFM
- Engineering qualifications: Chartered Engineer (C.Eng - UK) Professional Engineer (P.E / P.Eng - USA and Canada)
- Actuarial qualifications: Casualty Actuarial Society (FCAS) - US, Society of Actuaries (FSA) - US, Institute of Actuaries (FIA) - UK, Faculty of Actuaries (FFA) - Scotland
- Finance qualifications: Chartered Financial Analyst (CFA) Certified Treasury Professional (CTP)
- Consulting qualifications: Master of Science in Business Consulting (BCM) Hochschule Furtwangen University Germany
- Consulting qualifications: Master of Business Administration in International Business Consulting (MBA) Hochschule Offenburg University of Applied Sciences, Germany
- Business Administration qualifications: Master of Science in Management -Europe- (MSc.in Management) ,Master of Business Administration (MBA) -USA Canada Doctor of Management (Ph.D.), Doctor of Business Administration-USA/Canada- (DBA),Master of Science in Management Consultancy (MSc) - UK
- Public Administration qualifications: Master of Public Administration (MPA) -USA/Canada, Doctor of

Public Administration

- Project Management qualifications: Project Management Professional (PMP) recognized globally, Master of Project Management (MPM)- USA/Canada
- Advanced Professional Degrees such as Ph.D.s or Master's degrees in Engineering and Science, M.D.s, J.D.s etc. are specifically targeted by firms like McKinsey, Bain & Company and the Boston Consulting Group. These degrees may also have concentrations in management consulting, international management, or other relevant focus.
- Akademischer Unternehmensberater (Academic Management Consultant) - Austria - incite -institute for management consultants and information technology experts, Vienna
- Marketing qualification: Chartered Postgraduate Diploma in Marketing, which can lead to Chartered Marketer status from The Chartered Institute of Marketing (CIM)
- Consulting qualifications: Multidimensional Human Factor Management Consulting (MDHFM) Multidimensional Human Factor Management School Germany by Luis Daniel Maldonado Fonken

See also

Lists of firms

- List of management consulting firms
- Category:Management consulting firms

Areas of action of Consulting

- Strategic management
- Operations management
- Industrial engineering

Related Culture

- Case interview
- Motivational speaking
- Business coaching
- Management fad
- Business philosophies and popular management theories sub system organisation and effect on the entire managerial culture

Institutes

- Institute of Management Consultancy UK
- Management Consultancies Association UK
- Institute of Management Consultants USA
- Phillips Graduate Institute

References

1. ^ The Black Book of Outsourcing 2008 Top 10 Full Service Outsourcing Advisors [1] (<http://www.theblackbookofoutsourcing.com/advisors-fullservice-2008.htm>)
2. ^ ISG to Acquire TPI for \$280Mn [2] (<http://globalteamwork.blogspot.com/2007/04/isg-to-acquire-tpi-for-280mn.html>)
3. ^ Consultants are costing us billions - and for what? (<http://business.timesonline.co.uk/tol/business/columnists/article703076.ece>)
4. ^ "Central government's" (PDF). *British House of Commons*. <http://www.publications.parliament.uk/pa/cm200607/cmselect/cmpubacc/309/309.pdf>. Retrieved on 2007-10-19.
5. ^ http://www.vault.com/nr/consulting_rankings/consulting_rankings.jsp?consulting2009=2&ch_id=252
6. ^ *a b* "What's the point of management consultants?". <http://kn.theiet.org/magazine/issues/0812/consultants.cfm>.
7. ^ <http://www.spiritus-temporis.com/management-consulting/criticism.html>
8. ^ "Management Consulting?". http://www.articleworld.org/index.php/Management_consulting.

External links

- Association of Management Consulting Firms (AMCF) (<http://www.amcf.org/>)
- Management Consultancies Association (<http://www.mca.org.uk>)

Further reading

- *Critical Consulting: New Perspectives on the Management Advice Industry*, ed. by Timothy Clark and Robin Finchan, Blackwell Publishers, 2001, ISBN 0631218203

Retrieved from "http://en.wikipedia.org/wiki/Management_consulting"

Categories: Management | Consulting | Strategic management

Hidden categories: All articles with unsourced statements | Articles with unsourced statements from September 2008 | Articles with unsourced statements from December 2007 | Articles with unsourced statements from June 2009 | Articles with unsourced statements from November 2007

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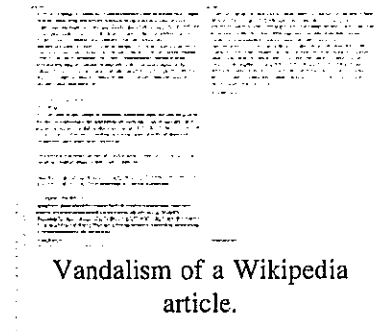
ATTACHMENT B: Wikipedia article titled “Reliability of Wikipedia”

Reliability of Wikipedia

From Wikipedia, the free encyclopedia

The **reliability of Wikipedia**, compared to both other encyclopedias and more specialized sources, is often assessed in several ways, including statistically, by comparative review, by analysis of the historical patterns, and by strengths and weaknesses inherent in the Wikipedia process.

Because Wikipedia is open to collaborative editing and can be edited anonymously, assessments of its reliability usually include examinations of how quickly false or misleading information is removed. An early study conducted by IBM researchers in 2003 (not long after Wikipedia started in 2001, see History of Wikipedia) found that "vandalism is usually repaired extremely quickly--so quickly that most users will never see its effects"^[1] and concluded that Wikipedia had "surprisingly effective self-healing capabilities."^[2]



Studies suggest that Wikipedia's reliability has improved in recent years, and it is increasingly used as a tertiary source.

An investigation by Nature magazine in 2005 suggested that for scientific articles Wikipedia came close to the level of accuracy of *Encyclopædia Britannica* and had a similar rate of "serious errors."^[3] However, the accuracy and validity of Nature's research has been disputed by Encyclopædia Britannica.^[4]

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Areas of reliability

The reliability of Wikipedia articles is a function of several criteria:

- Accuracy of information provided within articles
- Appropriateness of the images provided with the article
- Appropriateness of the style and focus of the articles^[5]
- Susceptibility to, and exclusion and removal of, false information (a criterion specific to the Wikipedia process)
- Comprehensiveness, scope and coverage within articles and in the range of articles
- Identification of reputable third-party sources as citations
- Stability of the articles
- Susceptibility to editorial and systemic bias
- Whether the articles are well-written.

The first four of these have been the subjects of various studies of the project, while the presence of bias is strongly disputed on both sides, and the prevalence and quality of citations can be tested within Wikipedia.

The Wikipedia editing model

The Wikipedia model allows anyone to edit, and relies on a large number of well-intentioned editors to overcome issues raised by a smaller number of problematic editors. It is inherent in Wikipedia's editing model that poor information *can* be added, but over time quality is anticipated to improve in a form of group learning as editors reach consensus, so that substandard edits will very rapidly be removed. This assumption is still being tested, and its limitations and reliability are not yet a settled matter – Wikipedia is a pioneer in communal knowledge building of this kind. It contrasts with many more traditional models of knowledge and

publishing, which attempt to limit content creation to a relatively small group of approved editors in order to exercise strong hierarchical control. Theories of critical pedagogy argue that consensus alone maintains the status quo; new knowledges only emerge from a dialectical exposure of power structures.^[6] In order to improve reliability, some editors have called for "stable versions" of articles,^[7] or articles that have been reviewed by the community and locked from further editing.^[8]

Wikipedia's model of knowledge creation is relatively novel, since widespread collaborative projects of its kind were rare until the arrival of the Internet, and are still rare on such a large scale. Over time, Wikipedia has developed many editorial tools that have been found to be useful, based largely upon trial and error.

While Wikipedia has the potential for extremely rapid growth and harnesses an entire community – much in the same way as other communal projects such as Linux – it goes further in trusting the same community to self-regulate and become more proficient at quality control. Wikipedia has harnessed the work of millions of people to produce the world's largest knowledge-based site along with software to support it, resulting in more than ten million articles written, across more than 200 different language versions, in less than eight years. For this reason, there has been considerable interest in the project both academically and from diverse fields such as information technology, business, project management, knowledge acquisition, software programming, other collaborative projects and sociology, to explore whether the Wikipedia model can produce good results, what collaboration in this way can reveal about people, and whether the scale of involvement can overcome the obstacles of individual limitations and poor editorship which would otherwise arise.

Another reason for inquiry is the growing and widespread reliance on Wikipedia by both websites and individuals using it as a source of information, and concerns over such a major source being susceptible to rapid change – including the introduction of misinformation at whim. The proponents of such concerns tend to seek reassurance of the quality and reliability of articles, and the degree of usefulness, misinformation or vandalism which should be expected, in order to decide what reliance to place upon them.

Anonymous editing

Wikipedia is unusual in allowing completely anonymous editing: editors are not required to provide any identification, or even an email address. A 2007 study at Dartmouth College of the English Wikipedia noted that contrary to usual social expectations, anonymous editors were some of Wikipedia's most productive contributors of valid content:^[9]

"We find that quality that is associated with contributor motivations ... Registered users' quality increases with more contributions ... Surprisingly, however, we find the highest quality from the vast numbers of anonymous 'Good Samaritans' who contribute only once. Our findings that Good Samaritans as well as committed "zealots" contribute high quality content to Wikipedia suggest that it is the quantity as well as the quality of contributors that positively affects the quality of open source production."

-The study also found that the quality of Wikipedia articles varied widely. Some articles were excellent by any reasonable measure—authored and edited by persons knowledgeable in the field, containing numerous useful and relevant references, and written in a proper encyclopedic style. Many articles were amateurish, unauthoritative, and even incorrect, making it difficult for a reader unfamiliar with a given subject matter to know which information to rely upon. In addition, Wikipedia contains many *stubs*— very short articles that

provide a brief mention of a subject, and little else. The Dartmouth study was criticized by John Timmer of the Ars Technica website for an inexact measure of quality of Wikipedia articles.^[10]

Assessments

Accuracy of articles

One way in which reliability of information can be assessed is by comparison of Wikipedia articles to their parallel articles in other reputable sources.

A common source of reliability criticisms is the open process that is involved, which means that any article can be modified for better or worse at any time, and the fact that no privileged versions of articles currently exist in the main encyclopedia. This fluidity has been assessed by specialists both positively and negatively, as has Wikipedia's model that focuses upon rapid correction rather than initial accuracy.

Comparative studies

On October 24, 2005, *The Guardian* published an article entitled "Can you trust Wikipedia?" where a panel of experts were asked to critically review seven entries related to their fields.^[11] One article was deemed to have made "every value judgement... wrong", the others receiving marks from 5 to 8 out of a notional ten. Of the other six articles reviewed and critiqued, the most common criticisms were:

1. Poor prose, or ease-of-reading issues (3 mentions)
2. Omissions or inaccuracies, often small but including key omissions in some articles (3 mentions)
3. Poor balance, with less important areas being given more attention and vice versa (1 mention)

The most common praises were:

1. Factually sound and correct, no glaring inaccuracies (4 mentions)
2. Much useful information, including well selected links, making it possible to "access much information quickly" (3 mentions)

Nature reported in 2005 that science articles in Wikipedia were comparable in accuracy to those on *Encyclopedia Britannica*'s web site. Out of 42 articles, only 4 serious errors were found in Wikipedia, and 4 in *Encyclopedia Britannica*, although more than a hundred lesser errors and omissions were found in each and Wikipedia's articles were often "poorly structured."^[3] On March 24, 2006, *Britannica* provided a rebuttal of this article, labeling it "fatally flawed",^[12] to which *Nature* responded.^[13] Among Britannica's criticisms were that excerpts rather than the full texts of some of their articles were used, that Nature composited parts of different Britannica texts to make a text for review in one case, that Nature did not check the factual assertions of its reviewers, and that many points which the reviewers labeled as errors were differences of editorial opinion. Nature responded that any errors on the part of its reviewers were not biased in favor of either encyclopedia, that in some cases it used excerpts of articles from both encyclopedias, and that Britannica did not share particular concerns with Nature before publishing its "open letter" rebuttal.

A web-based survey conducted from December 2005 to May 2006 assessed the "accuracy and completeness of

Wikipedia articles."^[14] Fifty people (a fairly low response rate) accepted an invitation to assess an article. Of the fifty, thirty-eight (76%) agreed or strongly agreed that the Wikipedia article was accurate, and twenty-three (46%) agreed or strongly agreed that it was complete. Eighteen people compared the article they reviewed to the article on the same topic in the *Encyclopedia Britannica*. Opinions on accuracy were almost equal between the two encyclopedias (6 favoring Britannica, 7 favoring Wikipedia, 5 stating they were equal), and eleven (61%) found Wikipedia somewhat or substantially more complete, compared to seven (39%) for Britannica. The survey did not attempt random selection of the participants, and it is not clear how the participants were invited.

The German computing magazine *c't* performed a comparison of *Brockhaus Multimedial*, *Microsoft Encarta*, and the German Wikipedia in October 2004: Experts evaluated 66 articles in various fields. In overall score, Wikipedia was rated 3.6 out of 5 points (B-).^[15] A second test by *c't* in February 2007 used 150 search terms, of which 56 were closely evaluated, to compare four digital encyclopedias: Bertelsmann Enzyklopädie 2007, Brockhaus Multimedial premium 2007, Encarta 2007 Enzyklopädie and Wikipedia. It concluded: "We did not find more errors in the texts of the free encyclopedia than in those of its commercial competitors."^[16]

Viewing Wikipedia as fitting the economists' definition of a perfectly competitive marketplace of ideas, George Bragues (University of Guelph-Humber), examined Wikipedia's articles on seven top Western philosophers: Aristotle, Plato, Immanuel Kant, Rene Descartes, Georg Wilhelm Friedrich Hegel, Thomas Aquinas, and John Locke. Wikipedia's articles were compared to a consensus list of themes culled from 4 reference works in philosophy. Bragues found that, on average, Wikipedia's articles only covered 52% of consensus themes. No errors were found, though there were significant omissions.^[17]

PC Pro magazine (August 2007) asked experts to compare 4 articles (a small sample) in their scientific fields between Wikipedia, Britannica and Encarta. In each case Wikipedia was described as "largely sound", "well handled", "performs well", "good for the bare facts" and "broadly accurate." One article had "a marked deterioration towards the end" while another had "clearer and more elegant" writing, a third was assessed as less well written but better detailed than its competitors, and a fourth was "of more benefit to the serious student than its Encarta or Britannica equivalents." No serious errors were noted in Wikipedia articles, whereas serious errors were noted in one Encarta and one Britannica article.^[18]

In October 2007, Australian magazine *PC Authority* published a feature article on the accuracy of Wikipedia. The article compared Wikipedia's content to other popular online encyclopedias, namely Britannica and Encarta. The magazine asked experts to evaluate articles pertaining to their field. Wikipedia was comparable to the other encyclopedias, topping the chemistry category.^[19]

In December 2007, German magazine *Stern* published the results of a comparison between the German Wikipedia and the online version of the 15-volume edition of Brockhaus Enzyklopädie. The test was commissioned to a research institute (Cologne-based *WIND GmbH*), whose analysts assessed 50 articles from each encyclopedia (covering politics, business, sports, science, culture, entertainment, geography, medicine, history and religion) on four criteria (accuracy, completeness, timeliness and clarity), and judged Wikipedia articles to be more accurate on the average (1.6 on a scale from 1 to 6, versus 2.3 for Brockhaus with lower = better). Wikipedia's coverage was also found to be more complete and up to date, however Brockhaus was judged to be more clearly written, while several Wikipedia articles were criticized as being too complicated

for non-experts, and many as too lengthy.^{[20][21] [22]}

In its April 2008 issue British computing magazine PC Plus compared the English Wikipedia with the DVD editions of World Book Encyclopedia and Encyclopædia Britannica, assessing for each the coverage of a series of random subjects. It concluded *The quality of content is good in all three cases* and advised Wikipedia users *Be aware that erroneous edits do occur, and check anything that seems outlandish with a second source. But the vast majority of Wikipedia is filled with valuable and accurate information.*^[23]

A peer-reviewed 2008 study^[24] examined 80 Wikipedia drug entries. The research team from Nova Southeastern University found few factual errors in this set of articles, but determined that these articles were often missing important information, like contraindications and drug interactions. One of the researchers noted that "If people went and used this as a sole or authoritative source without contacting a health professional...those are the types of negative impacts that can occur." The researchers also compared Wikipedia to Medscape Drug Reference (MDR), by looking for answers to 80 different questions covering eight categories of drug information, including adverse drug events, dosages, and mechanism of action. They have determined that MDR provided answers to 82.5 percent of the questions, while Wikipedia could only answer 40 percent, and that answers were less likely to be complete for Wikipedia as well. None of the answers from Wikipedia were determined factually inaccurate, while they found four inaccurate answers in MDR. But the researchers found 48 errors of omission in the Wikipedia entries, compared to 14 for MDR. The lead investigator concluded: "I think that these errors of omission can be just as dangerous [as inaccuracies]", and he pointed out that drug company representatives have been caught deleting information from Wikipedia entries that make their drugs look unsafe.

Expert opinion

Librarian views

In a 2004 interview with *The Guardian*, self-described information specialist and Internet consultant^[25] Philip Bradley said that he would not use Wikipedia and was "not aware of a single librarian who would. The main problem is the lack of authority. With printed publications, the publishers have to ensure that their data are reliable, as their livelihood depends on it. But with something like this, all that goes out the window."^[26]

A 2006 review^[27] of Wikipedia by Library Journal, using a panel of librarians, "the toughest critics of reference materials, whatever their format", asked "long standing reviewers" to evaluate three areas of Wikipedia (popular culture, current affairs, and science), and concluded: *"While there are still reasons to proceed with caution when using a resource that takes pride in limited professional management, many encouraging signs suggest that (at least for now) Wikipedia may be granted the librarian's seal of approval"*. A reviewer who "decided to explore controversial historical and current events, hoping to find glaring abuses" concluded "I was pleased by Wikipedia's objective presentation of controversial subjects" but that "as with much information floating around in cyberspace, a healthy degree of skepticism and skill at winnowing fact from opinion are required." Other reviewers noted that there is "much variation" but "good content abounds."

The library at Trent University, Ontario, Canada states of Wikipedia that many articles are "long and comprehensive", but that there is "a lot of room for misinformation and bias [and] a lot of variability in both

the quality and depth of articles." It adds that Wikipedia has advantages and limitations, that it has "excellent coverage of technical topics" and articles are "often added quickly and, as a result, coverage of current events is quite good", comparing this to traditional sources which are unable to achieve this task. It concludes that depending upon the need, one should think critically and assess the appropriateness of one's sources, "whether you are looking for fact or opinion, how in-depth you want to be as you explore a topic, the importance of reliability and accuracy, and the importance of timely or recent information", and adds that Wikipedia can be used in any event as a "starting point."^[28]

An article for the Canadian Library Association (CLA)^[29] discusses the Wikipedia approach, process and outcome in depth, commenting for example that in controversial topics, "what is most remarkable is that the two sides actually engaged each other and negotiated a version of the article that both can more or less live with." The author comments that:

"[I]n fact Wikipedia has more institutional structure than at first appears. Some 800 experienced users are designated as administrators [Update: As of 2007 some 1500 on English Wikipedia alone], with special powers of binding and loosing: they can protect and unprotect, delete and undelete and revert articles, and block and unblock users. They are expected to use their powers in a neutral way, forming and implementing the consensus of the community. The effect of their intervention shows in the discussion pages of most contentious articles. Wikipedia has survived this long because it is easier to reverse vandalism than it is to commit it..."

Information Today (March 2006) cites librarian Nancy O'Neill (principal librarian for Reference Services at the Santa Monica Public Library System) as saying that "there is a good deal of skepticism about Wikipedia in the library community" but that "she also admits cheerfully that Wikipedia makes a good starting place for a search. You get terminology, names, and a feel for the subject."^[30]

PC Pro (August 2007) cites the head of the European and American Collection at the British Library, Stephen Bury, as stating "Wikipedia is potentially a good thing - it provides a speedier response to new events, and to new evidence on old items." The article concludes: "For [Bury], the problem isn't so much the reliability of Wikipedia's content so much as the way in which it's used. "It's already become the first port of call for the researcher", Bury says, before noting that this is "not necessarily problematic except when they go no further." According to Bury, the trick to using Wikipedia is to understand that "just because it's in an encyclopedia (free, web or printed) doesn't mean it's true. Ask for evidence .. and contribute."^[18]

Academia

Academic circles have not been exclusively dismissive of Wikipedia as a reference. Wikipedia articles have been referenced in "enhanced perspectives" provided on-line in *Science*. The first of these perspectives to provide a hyperlink to Wikipedia was a 2002 paper called "A White Collar Protein Senses Blue Light",^[31] and many enhanced perspectives have provided such links since then. However, these links are offered as background sources for the reader, not as sources used by the writer, and the "enhanced perspectives" are not intended to serve as reference material themselves.

An empirical study conducted in 2006 by a Nottingham University Business School lecturer in Information Systems,^[32] the subject of a review on the technical website *Ars Technica*,^[33] involving 55 academics asked

to review specific Wikipedia articles that either were in their expert field (group 1) or chosen at random (group 2), concluded that "The experts found Wikipedia's articles to be more credible than the non-experts. This suggests that the accuracy of Wikipedia is high. However, the results should not be seen as support for Wikipedia as a totally reliable resource as, according to the experts, 13 percent of the articles contain mistakes [10% of experts reporting factual errors of unspecified degree, 3% reporting spelling errors]."^[34]

The Gould Library at Carleton College in Minnesota has a web-page describing the use of Wikipedia in academia.^[35] It asserts that "Wikipedia is without question a valuable and informative resource", but that "there is an inherent lack of reliability and stability" to its articles, again drawing attention to similar advantages and limitations as other sources. As with other reviews it comments that one should assess one's sources and what is desired from them, and that "Wikipedia may be an appropriate resource for some assignments, but not for others." It cited Jimmy Wales' view that Wikipedia may not be ideal as a source for all academic uses, and (as with other sources) suggests that at the least, one strength of Wikipedia is that it provides a good starting point for current information on a very wide range of topics.

In 2007, the *Chronicle of Higher Education* published an article written by Cathy Davidson, Professor of Interdisciplinary Studies and English at Duke University, in which she asserts that Wikipedia should be used to teach students about the concepts of reliability and credibility.^[36]

A 2009 survey asked U.S. toxicologists how accurately they rated the portrayal of health risks of chemicals in different media sources. Conducted by the Statistical Assessment Service and the Center for Health and Risk Communication at George Mason University, based on the answers of 937 members of the Society of Toxicology to a questionnaire prepared by survey firm Harris International it found that these experts regarded Wikipedia's reliability in this area as far higher than that of all traditional news media:

In perhaps the most surprising finding in the entire study, all these national media outlets [U.S. newspapers, news magazines, health magazines, broadcast and cable television networks] are easily eclipsed by two representatives of "new media": WebMD and Wikipedia. WebMD is the only news source whose coverage of chemical risk is regarded as accurate by a majority (56 percent) of toxicologists, closely followed by Wikipedia's 45 percent accuracy rating. By contrast, only 15 percent describe as accurate the portrayals of chemical risk found in the New York Times, Washington Post, and Wall Street Journal.^[37]

The academic world's view of Wikipedia has improved during the last few years, as can be inferred from the increase in the number of citations in international scientific journals. As of September 12, 2007 a search in the *ScienceDirect* database (a large online collection of published scientific research produced by Elsevier) for academic and scientific articles citing Wikipedia yields the following result:^[38]

Year article published	No. of articles citing Wikipedia
before 2003	0
2003	1
2004	9
2005	28

2006	129
2007	358
2008 (as of August 11)	490

Editors of other encyclopedias

In a 2004 piece called "The Faith-Based Encyclopedia," former *Encyclopedia Britannica* editor Robert McHenry criticized the wiki approach, writing:

"[H]owever closely a Wikipedia article may at some point in its life attain to reliability, it is forever open to the uninformed or semiliterate meddler... The user who visits Wikipedia to learn about some subject, to confirm some matter of fact, is rather in the position of a visitor to a public restroom. It may be obviously dirty, so that he knows to exercise great care, or it may seem fairly clean, so that he may be lulled into a false sense of security. What he certainly does not know is who has used the facilities before him."^[39]

Similarly, *Britannica's* executive editor, Ted Pappas, was quoted in *The Guardian* as saying: "The premise of Wikipedia is that continuous improvement will lead to perfection. That premise is completely unproven."^[26]

Other

Information Today (March 2006) comments^[30] on Wikipedia and Britannica that it is comparing "Apples and Oranges" and that:

"Even the revered *Encyclopaedia Britannica* is riddled with errors, not to mention the subtle yet pervasive biases of individual subjectivity and corporate correctness... There is no one perfect way. Britannica seems to claim that there is. Wikipedia acknowledges there's no such thing. Librarians and information professionals have always known this. That's why we always consult multiple sources and counsel our users to do the same."

BBC technology specialist Bill Thompson wrote^[40] that "Most Wikipedia entries are written and submitted in good faith, and we should not let the contentious areas such as politics, religion or biography shape our view of the project as a whole", that it forms a good starting point for serious research but that:

"No information source is guaranteed to be accurate, and we should not place complete faith in something which can so easily be undermined through malice or ignorance... That does not devalue the project entirely, it just means that we should be skeptical about Wikipedia entries as a primary source of information... It is the same with search engine results. Just because something comes up in the top 10 on MSN Search or Google does not automatically give it credibility or vouch for its accuracy or importance."

He adds the observation that since most popular online sources are inherently unreliable in this way, one byproduct of the information age is a wiser audience who are learning to check information rather than take it on faith due to its source, leading to "a better sense of how to evaluate information sources."

A study conducted in early 2007 by the Pew Research Center found that 8% of all online Americans consult Wikipedia on a typical day. The study also found that 36% of all US internet users use Wikipedia, with this fraction increasing with education level. About 22% of those with a high school-level education use Wikipedia, 36% of those with some college use Wikipedia, and 50% of those with a college degree use Wikipedia.^[41]

The Supreme Court of India in its recent judgment in *Commr. of Customs, Bangalore vs. ACER India Pvt.* (Citation 2007(12)SCALE581) has held that "We have referred to Wikipedia, as the learned Counsel for the parties relied thereupon. It is an online encyclopaedia and information can be entered therein by any person and as such it may not be authentic."^[42]

In his 2007 *Guide to Military History on the Internet*, Simon Fowler rated Wikipedia as "the best general resource" for military history research, and stated that "the results are largely accurate and generally free of bias."^[43] When rating WP as the No. 1 military site he mentioned that "Wikipedia is often criticised for its inaccuracy and bias, but in my experience the military history articles are spot on."^[44]

In July 2008, *The Economist* magazine described Wikipedia as "*a user-generated reference service*" and noted that Wikipedia's "*elaborate moderation rules put a limit to acrimony*" generated by cyber-nationalism.^[45]

Another incident where false information was posted in an article occurred when an University College Dublin sociology student, Shane Fitzgerald, added an incorrect quote to the article on the recently deceased composer Maurice Jarre. Fitzgerald claims that his intention was to conduct an experiment regarding the range of sources journalists used in writing their articles. Although Fitzgerald's edits were twice removed from the Wikipedia article for lack of sourcing, on the third addition they were copied into obituary columns in newspapers worldwide.^{[46][47][48][49]} In an interview with the *Irish Times*, Shane wrote that journalists are lazy, and believe that his quote would have remained in history as an actual fact, if he hadn't come forwards to give himself up.^[50]

Information loop

Criticism and concerns are expressed about possible occurring circular reference forthcoming from information on Wikipedia.^{[51][52][53]} Imaginable situation: An wikipedia article contains information A. Wikipedia is no. 7 of the most viewed pages on Internet and the often the first information source,^[54] also for journalists. Journalists are learned to write their own sentences and can in some case rewrite the content of Wikipedia in his own article B. Then a critical reader adds a " right after information A. Another editor incorporates the article B written by the journalist as a source. An example of Wikipedia's circular reference has happened to Sascha Baron Cohen: edit 'A' (http://en.wikipedia.org/w/index.php?title=Sacha_Baron_Cohen&diff=prev&oldid=87679263Untrue) followed by an article published in the Independent written by a journalist^[55] and information of the Independent article put back in the Wikipedia article (http://en.wikipedia.org/w/index.php?title=Sacha_Baron_Cohen&diff=89288374&oldid=89241519the) .

Removal of false information

Viégas, Wattenberg, and Dave (2004) studied the flow of editing in the Wikipedia model, with emphasis on

breaks in flow (from vandalism or substantial rewrites), showing the dynamic flow of material over time. They found that most acts of vandalism during May 2003 were repaired within minutes. However, it is unclear whether or not this finding applies to all forms of vandalism, including so-called 'sneaky' vandalism (which resembles genuine editing and is by nature harder to detect). Lih (2004) compared articles before and after they were mentioned in the press, and found that externally referenced articles are of higher quality work. A 2002 study^[56] by IBM found that most vandalism on the English Wikipedia was reverted within five minutes, though some persisted for much longer:

"We've examined many pages on Wikipedia that treat controversial topics, and have discovered that most have, in fact, been vandalized at some point in their history. But we've also found that vandalism is usually repaired extremely quickly--so quickly that most users will never see its effects."^[57]

A further informal assessment by the popular IT magazine "PC Pro" for its 2007 article *Wikipedia Uncovered*^[18] tested Wikipedia by a similar device to those described above, by introducing 10 errors that "varied between bleeding obvious and deftly subtle" into articles (the researchers later corrected the articles they had edited). Labeling the results "impressive" it noted that all but one was noted and fixed within the hour, and that "the Wikipedians' tools and know-how were just too much for our team." A second series of another 10 tests, using "far more subtle errors" and additional techniques to conceal their nature, met similar results: "despite our stealth attempts the vast majority... were discovered remarkably quickly... the ridiculously minor Jesse James error was corrected within a minute and a very slight change to Queen Ann's entry was put right within two minutes." Two of the latter series were not detected. The article concluded that "Wikipedia corrects the vast majority of errors within minutes, but if they're not spotted within the first day the chances... dwindle as you're then relying on someone to spot the errors while reading the article rather than reviewing the edits."

A study in late-2007 systematically inserted inaccuracies into Wikipedia entries about the lives of philosophers. Depending on how exactly the data is interpreted, either one third or one half of the inaccuracies were corrected within 48 hours.^[58]

Susceptibility to editorial bias

WikiScanner

In August 2007, a tool called WikiScanner developed by Virgil Griffith, a visiting researcher from the Santa Fe Institute in New Mexico, was released to match anonymous IP edits in the encyclopedia with an extensive database of addresses. News stories appeared about IP addresses from various organizations such as the Central Intelligence Agency, the Democratic Congressional Campaign Committee, Diebold, Inc. and the Australian government being used to make edits to Wikipedia articles, sometimes of an opinionated or questionable nature. The BBC quoted a Wikimedia spokesperson as praising the tool: "We really value transparency and the scanner really takes this to another level. Wikipedia Scanner may prevent an organisation or individuals from editing articles that they're really not supposed to."^[59]

The WikiScanner story was also covered by *The Independent*, which stated that many "censorial interventions" by editors with vested interests on a variety of articles in Wikipedia had been discovered:

6 6 "[Wikipedia] was hailed as a breakthrough in the democratisation of knowledge. But the online encyclopedia has since been hijacked by forces who decided that certain things were best left unknown... Now a website designed to monitor editorial changes made on Wikipedia has found thousands of self-serving edits and traced them to their original source. It has turned out to be hugely embarrassing for armies of political spin doctors and corporate revisionists who 79 believed their censorial interventions had gone unnoticed."^[60]

Reliability as a source in other contexts

Although Wikipedia is stated not to be a primary source, it has been used as evidence in legal cases. In one notable case, the trademark of Formula One racing decision,^[61] the UK Intellectual Property Office considered both the reliability of Wikipedia, and its usefulness as a reliable source of evidence:

"Wikipedia has sometimes suffered from the self-editing that is intrinsic to it, giving rise at times to potentially libellous statements. However, inherently, I cannot see that what is in Wikipedia is any less likely to be true than what is published in a book or on the websites of news organisations. [Formula One's lawyer] did not express any concerns about the Wikipedia evidence [presented by the plaintiff]. I consider that the evidence from Wikipedia can be taken at face value."

The case turned substantively upon evidence cited from Wikipedia in 2006 as to the usage and interpretation of the term "Formula One."

An earlier case (Allegheny Defense Project appeal, 2005) heard by the Third Circuit (USA) also saw Wikipedia referenced (<http://vls.law.vill.edu/locator/3d/September2005/042442p.pdf>) , in which Wikipedia was used as a source for the term "Understory."

Wikipedia has also developed into a key source for some current new events such as the 2004 Indian Ocean earthquake and related tsunami, and the 2007 Virginia Tech massacre. In the latter case, it cites the *New York Times*, noting with 750,000 page views of the article in the two days after the event:

"Even *The Roanoke Times*, which is published near Blacksburg, Va., where the university is located, noted on Thursday that Wikipedia 'has emerged as the clearinghouse for detailed information on the event'."^[62]

The *Washington Post* commented similarly, in the context of 2008 Presidential election candidate biographies, that despite occasional brief vandalism, "it's hard to find a more up-to-date, detailed, thorough article on Obama than Wikipedia's. As of Friday, Obama's article -- more than 22 pages long, with 15 sections covering his personal and professional life -- had a reference list of 167 sources."^[63]

Coverage

Wikipedia has been accused of deficiencies in comprehensiveness because of its voluntary nature, and of reflecting the systemic biases of its contributors. *Encyclopædia Britannica* editor-in-chief Dale Hoiberg has argued that "people write of things they're interested in, and so many subjects don't get covered; and news events get covered in great detail. The entry on Hurricane Frances was five times the length of that on Chinese

art, and the entry on *Coronation Street* was twice as long as the article on Tony Blair."^[26] Former Nupedia editor-in-chief Larry Sanger stated in 2004, "when it comes to relatively specialized topics (outside of the interests of most of the contributors), the project's credibility is very uneven."^[64]

Wikipedia has been praised for making it possible for articles to be updated or created in response to current events. For example, the then-new article on the 2004 Indian Ocean earthquake on its English edition was cited often by the press shortly after the incident. Its editors have also argued that, as a website, Wikipedia is able to include articles on a greater number of subjects than print encyclopedias may.^[65]

Broad assessments

Several commentators have drawn a middle ground, asserting that the project contains much valuable knowledge and has some reliability, even if the degree is not yet assessed with certainty. Many of the librarian and academic reviewers of Wikipedia cited above take such a view.

Others taking this view include Danah Boyd, who in 2005 discussed Wikipedia as an academic source, concluding that "[i]t will never be an encyclopedia, but it will contain extensive knowledge that is quite valuable for different purposes",^[66] and Bill Thompson who stated "I use the Wikipedia a lot. It is a good starting point for serious research, but I would never accept something that I read there without checking."^[40]

Information Today's March 2006 article^[30] concludes on a similar theme:

"The inconvenient reality is that people and their products are messy, whether produced in a top-down or bottom-up manner. Almost every source includes errors... Many non-fiction books are produced via an appallingly sloppy process... In this author's opinion, the flap over Wikipedia was significantly overblown, but contained a silver lining: People are becoming more aware of the perils of accepting information at face value. They have learned not to consult just one source."

Dan Gillmor, a Silicon Valley commentator and author commented in October 2004 that, "I don't think anyone is saying Wikipedia is an absolute replacement for a traditional encyclopedia. But in the topics I know something about, I've found Wikipedia to be as accurate as any other source I've found."^[26]

Referencing Linus's law of open-source development, Larry Sanger who is a co-founder^[67] of Wikipedia, stated on Kuro5hin in 2001 that "Given enough eyeballs, all errors are shallow."^[68]

Seemingly, and "in theory", an unsupervised mass collective effort should not work well. But in practice it does, in part because of the social and psychological structures that motivate participants on both content and maintenance tasks. Sheizaf Rafaeli and Yaron Ariel report how "most people agree that at least the English version of Wikipedia is approaching critical mass where substantial content disasters should become rare." ^[69]

Likewise, technology figure Joi Ito wrote on Wikipedia's authority, "[a]lthough it depends a bit on the field, the question is whether something is more likely to be true coming from a source whose resume sounds authoritative, or a source that has been viewed by hundreds of thousands of people (with the ability to comment) and has survived."^[70]

Loc Vu-Quoc, professor for Mechanical and Aerospace Engineering at the University of Florida, has stated that "sometimes errors may go for years without being corrected as experts don't usually read Wikipedia articles in their own field to correct these errors".^[71]

Gregg Jaeger, an assistant professor at Boston University, has characterized Wikipedia as a medium that fosters "anarchy and distortions", in a letter to the editor of *Physics Today* responding to a review of his book "Quantum Information: An Overview" that had questioned "whether there is an audience for such encyclopedic texts, especially given the easy access to online sources of information such as the arXiv e-print server and Wikipedia."^[72]

Notable incidents

False biographical information

Inaccurate information may persist in Wikipedia for a long time before it is challenged. The most prominent cases reported by mainstream media involved biographies of living persons.

The Seigenthaler incident demonstrated that the subject of a biographical article must sometimes fix blatant lies about his own life. In November 2005, a user edited the biographical article on John Seigenthaler Sr. so that it contained several false and defamatory statements.^[73] The inaccurate claims went unnoticed between May and September 2005 when they were discovered by Victor S. Johnson, Jr., a friend of Seigenthaler. Wikipedia content is often mirrored at sites such as Answers.com, which means that incorrect information can be replicated alongside correct information through a number of web sources. Such information can develop a misleading air of authority because of its presence at such sites.^[74]

¶¶ Then [Seigenthaler's] son discovered that his father's hoax biography also appeared on two other sites, Reference.com and Answers.com, which took direct feeds from Wikipedia. It was out there for four months before Seigenthaler realised and got the Wikipedia entry replaced with a more reliable account. The lies remained for another three weeks on the mirror sites downstream. ¶¶

Seth Finkelstein reported in an article in *The Guardian* on his efforts to remove his own biography page from Wikipedia, simply because it was subjected to defamation.^[75]

¶¶ Wikipedia has a short biography of me, originally added in February 2004, mostly concerned with my internet civil liberties achievements. After discovering in May 2006 that it had been vandalised in March, possibly by a long-time opponent, and that the attack had been subsequently propagated to many other sites which (legally) repackage Wikipedia's content, the article's existence seemed to me overall to be harmful rather than helpful.

For people who are not very prominent, Wikipedia biographies can be an "attractive nuisance". It says, to every troll, vandal, and score-settler: "Here's an article about a person where you can, with no accountability whatsoever, write any libel, defamation, or smear. It won't be a marginal comment with the social status of an inconsequential rant, but rather will be made prominent about the person, and reputation-laundered with the institutional status of an encyclopedia."

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In the same article Finkelstein recounts how he voted his own biography as "not notable enough" in order to have it removed from Wikipedia. He goes on to recount a similar story involving Angela Beesley, previously a prominent member of the foundation which runs Wikipedia.

In another example, on March 2, 2007, msnbc.com reported that Hillary Rodham Clinton had been incorrectly listed for 20 months in her Wikipedia biography as valedictorian of her class of 1969 at Wellesley College. (Hillary Rodham was not the valedictorian, though she did speak at commencement.)^[76] The article included a link to the Wikipedia edit,^[77] where the incorrect information was added on July 9, 2005. After the msnbc.com report, the inaccurate information was removed the same day.^[78] Between the two edits, the wrong information had stayed in the Clinton article while it was edited more than 4,800 times over 20 months.

Attempts to perpetrate hoaxes may not be confined to editing Wikipedia articles. In October 2005 Alan McIlwraith, a former call centre worker from Scotland created a Wikipedia article in which he claimed to be a highly decorated war hero. The article was quickly identified by other users as unreliable (see Wikipedia Signpost article 17 April 2006). However, McIlwraith had also succeeded in convincing a number of charities and media organizations that he was who he claimed to be.^[79]

66 The 28-year-old, who calls himself Captain Sir Alan McIlwraith, KBE, DSO, MC, has mixed with celebrities for at least one fundraising event.

But last night, an Army spokesman said: "I can confirm he is a fraud. He has never been an officer, soldier or Army cadet."

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There have also been instances of users deliberately inserting false information into Wikipedia in order to test the system and demonstrate its alleged unreliability.^[80] Television personality Stephen Colbert lampooned this drawback of Wikipedia, calling it wikiality.

Wikipedia considers Vandalism the insertion of false and misleading information in bad faith. The Wikipedia page Researching with Wikipedia states:

68 Wikipedia's radical openness means that any given article may be, at any given moment, in a bad state: for example, it could be in the middle of a large edit or it could have been recently vandalized. While blatant vandalism is usually easily spotted and rapidly corrected, Wikipedia is certainly more subject to subtle vandalism than a typical reference work.^[81]

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Other false information

In June 2007, an anonymous Wikipedia contributor became involved in the Chris Benoit double murder and suicide because of an unverified piece of information he added to the Chris Benoit English Wikipedia article. This information regarding Benoit's wife's death was added fourteen hours before police discovered the bodies of Benoit and his family.^[82] Police detectives seized computer equipment from the man held responsible for the postings, but believed he was uninvolved and did not press charges.^[83]

The IP address from which the edit was made was traced to earlier instances of Wikipedia vandalism. The contributor apologised on wikinews saying

"I will never vandalize anything on wikipedia or post wrongful information.", and added "I will never post anything here again unless it is pure fact ...".^[84]

On 29 August 2008, shortly after the UEFA cup first round draw was completed, an edit was made to AC Omonia's article, apparently by users of B3ta,^[85] which added the following erroneous information to the section titled "The fans".

"A small but loyal group of fans are lovingly called "The Zany Ones" - they like to wear hats made from discarded shoes and have a song about a little potato."

On 18 September 2008, David Anderson, a British journalist writing for the Daily Mirror, quoted this in his match preview ahead of Omonia's game with Manchester City, which appeared in the web and print versions of the Mirror and the nickname was quoted in subsequent editions on 19 September.^{[86][87]}

Content disputes and conflicts of interest

Political interests and advocacy

While Wikipedia policy requires articles to have a neutral point of view, it is not immune from attempts by outsiders (or insiders) with an agenda to place a spin on articles. In January 2006 it was revealed that several staffers of members of the U.S. House of Representatives had embarked on a campaign to cleanse their respective bosses' biographies on Wikipedia, as well as inserting negative remarks on political opponents. References to a campaign promise by Martin Meehan to surrender his seat in 2000 were deleted, and negative comments were inserted into the articles on U.S. Senator Bill Frist and Eric Cantor, a congressman from Virginia. Numerous other changes were made from an IP address which is assigned to the House of Representatives.^[88] In an interview, Jimmy Wales remarked that the changes were "not cool."^[89]

In April 2008, the Boston-based Committee for Accuracy in Middle East Reporting in America (CAMERA) organized a campaign to correct perceived Israel-related biases and inconsistencies in Wikipedia.^{[90][91]}

On August 31 2008, *The New York Times* ran an article detailing the edits made to the biography of Sarah Palin in the wake of her nomination as running mate of John McCain. The editor responsible for adding many flattering details was identified as single-purpose account of a McCain campaign volunteer.^[92]

Editing for financial rewards

In January 2007 Rick Jelliffe claimed in a story carried by CBS^[93] and IDG News Service^{[94][95]} that Microsoft had offered him compensation in exchange for his future editorial services on OOXML. A Microsoft spokesperson, quoted by CBS, commented that "Microsoft and the writer, Rick Jelliffe, had not determined a price and no money had changed hands - but they had agreed that the company would not be allowed to review his writing before submission". Also quoted by CBS, Jimmy Wales expressed his disapproval of Microsoft's involvement: "We were very disappointed to hear that Microsoft was taking that approach".

In story covered by the BBC, former Novell chief scientist Jeffrey Merkey claimed that in exchange for a donation his Wikipedia entry was edited in his favor. Jay Walsh, a spokesman for Wikipedia, flatly denied the allegations in an interview given to the Daily Telegraph.^[96]

In a story covered by *InformationWeek*, Eric Goldman, assistant law professor at Santa Clara University in California argued that "eventually, marketers will build scripts to edit Wikipedia pages to insert links and conduct automated attacks on Wikipedia", thus putting the encyclopedia beyond the ability of its editors to provide countermeasures against the attackers, particularly because of a vicious circle where the strain of responding to these attacks drives core contributors away, increasing the strain on those who remain.^[97]

Conflicts involving policy makers

In February 2008, British technology news and opinion website *The Register* published an article called "Wikipedia ruled by 'Lord of the Universe'", in which it was pointed out that despite the fact that a prominent administrator of Wikipedia, Jossi Fresco, declared a conflict of interest related to Prem Rawat, the article alleged that not only did Fresco edit the article of Prem Rawat to keep criticism to bare minimum, he altered the Wikipedia policies over personal biography and policies regarding "conflict of interest", to favour his alleged "biased" editing. The article pointed out that Fresco was also involved in Wikipedia's "Conflict of Interest Noticeboard", the situation which the Register article described as "a conflict of conflict of interest". The article ended with the claim:^[98]

Jossi Fresco may bear the most extreme conflict of interest in the history of Wikipedia - and he edits the policy that governs conflict of interest.

Some of the most scathing criticism of Wikipedia's claimed neutrality came in *The Register*, which in turn was allegedly criticized by founding members of the project. According to *The Register*:^[99]

In short, Wikipedia is a cult. Or at least, the inner circle is a cult. We aren't the first to make this observation.^[100]

On the inside, they reinforce each other's beliefs. And if anyone on the outside questions those

beliefs, they circle the wagons. They deny the facts. They attack the attacker. After our Jossi Fresco story, Fresco didn't refute our reporting. He simply accused us of "yellow journalism". After our Overstock.com article, Wales called us "trash".

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See also

Resources

- Wikipedia:WikiProject Vandalism studies
- Multiple-choice self-test as a review of your understanding of this article.

Articles

- Bourgeois v. Peters (being one of the earliest court opinions to cite and quote Wikipedia)
- Essay controversy
- Internet encyclopedia project
- List of encyclopedias
- Veropedia
- WikiScanner
- Academic studies about Wikipedia

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External links

- Librarians' Claims and Opinions Regarding Wikipedia (<http://liswiki.org/wiki/Wikipedia>)
- Stanford University's Web Credibility research lab (<http://credibility.stanford.edu>) , researches similar issues on credibility measures of web information.
- UCSC Wiki Lab (<http://trust.cse.ucsc.edu/>)
- WikiDashboard (<http://wikidashboard.parc.com/>)
- WikiRage (<http://www.wikirage.com/>)

Wikipedia project pages

- America's Top 100 Newspapers Use Wikipedia
- Celebrities who have been quoted as having used Wikipedia
- Comparison to Stanford Encyclopedia of Philosophy
- Credibility
- Errors in the Encyclopædia Britannica that have been corrected in Wikipedia
- Errors in the New International Encyclopedia that have been corrected in Wikipedia
- External peer review/Nature December 2005
- Press coverage
- Replies to common objections
- Researching with Wikipedia
- Statistics
- Wikipedia as a court source (list of cited uses)
- Wikipedia as an academic source (list of cited uses)
- Wikipedia in academic studies (list of studies)

Retrieved from "http://en.wikipedia.org/wiki/Reliability_of_Wikipedia"

Categories: Wikipedia | Collaboration

Hidden categories: Cleanup from April 2009 | All pages needing cleanup | All articles needing style editing | Wikipedia articles needing style editing from November 2008 | Wikipedia articles needing clarification from April 2009 | All articles with unsourced statements | Articles with unsourced statements from June 2009 | Articles with unsourced statements from January 2007

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ATTACHMENT C: Badasa v. Mukasey, No. 07-2276, U.S.C.A., Eighth Circuit, August 29, 2008

**United States Court of Appeals
FOR THE EIGHTH CIRCUIT**

No. 07-2276

Lamilem Badasa,

Petitioner,

v.

Michael B. Mukasey, Attorney
General of the United States,

Respondent.

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Petition for Review of an Order
of the Board of Immigration
Appeals.

Submitted: March 14, 2008
Filed: August 29, 2008

Before BYE, SMITH, and COLLOTON, Circuit Judges.

COLLOTON, Circuit Judge.

Lamilem Badasa entered the country illegally using a fraudulent Italian passport. She later applied for asylum under 8 U.S.C. § 1158 and for relief under Article III of the Convention Against Torture. The Immigration Judge (IJ) found that Badasa had submitted fraudulent documents designed to establish her identity, and that her claim was not credible. The Board of Immigration Appeals (BIA) initially dismissed her administrative appeal, concluding that Badasa had failed to establish her identity. Badasa moved to reopen her case based on a travel document recently acquired from the Ethiopian government, known as a *laissez-passer*, which Badasa

alleged would establish her identity. Noting that the Department of Homeland Security (DHS) concurred in the motion, the BIA reopened the case and remanded it to the IJ for further consideration.

On remand, the DHS submitted several documents designed to explain the purpose of a *laissez-passer*, and argued that the document did not establish identity and nationality, but rather was “simply the granting of the authorization for an alien to travel to or from that country.” After considering evidence presented by the parties, including information submitted by the DHS from an Internet website known as Wikipedia, the IJ found that the *laissez-passer* is a single-use, one-way travel document that is issued based on information provided by the applicant. On this basis, the IJ concluded that the Ethiopian government’s issuance of the travel document did not change her prior decision regarding Badasa’s failure to prove her identity, and therefore denied the application for asylum.

The BIA dismissed Badasa’s appeal, concluding that the IJ’s determination that the *laissez-passer* travel document was insufficient to establish Badasa’s identity was not clearly erroneous. The BIA stated that it did “not condone or encourage the use of resources such as Wikipedia.com in reaching pivotal decisions in immigration proceedings,” and commented that the IJ’s decision “may have appeared more solid had Wikipedia.com not been referenced.” The BIA declined, however, to find that Badasa was prejudiced, because without considering Wikipedia, the BIA believed the IJ’s conclusion “was supported by enough evidence to find no clear error.”

We conclude that the case must be remanded for further proceedings, because the BIA failed adequately to explain its conclusion that Badasa did not establish her identity. *See SEC v. Chenery Corp.*, 318 U.S. 80, 94-95 (1943). The BIA did not adopt the entirety of the IJ’s reasoning for rejecting Badasa’s claim. Rather, the BIA acknowledged that it was improper for the IJ to consider information from Wikipedia in evaluating Badasa’s submission on remand, and the government does not dispute

that conclusion here. Wikipedia describes itself as “the free encyclopedia that anyone can edit,” urges readers to “[f]ind something that can be improved, whether content, grammar or formatting, and make it better,” and assures them that “[y]ou can’t break Wikipedia,” because “[a]nything can be fixed or improved later.” Wikipedia: Introduction, <http://en.wikipedia.org/wiki/Wikipedia:Introduction> (last visited August 7, 2008). Wikipedia’s own “overview” explains that “many articles start out by giving one – perhaps not particularly evenhanded – view of the subject, and it is after a long process of discussion, debate, and argument that they gradually take on a consensus form.” Wikipedia: Researching with Wikipedia, http://en.wikipedia.org/wiki/Wikipedia:Researching_with_Wikipedia (last visited August 7, 2008). Other articles, the site acknowledges, “may become caught up in a heavily unbalanced viewpoint and can take some time – months perhaps – to regain a better-balanced consensus.” *Id.* As a consequence, Wikipedia observes, the website’s “radical openness means that any given article may be, at any given moment, in a bad state: for example, it could be in the middle of a large edit or it could have been recently vandalized.” *Id.* The BIA presumably was concerned that Wikipedia is not a sufficiently reliable source on which to rest the determination that an alien alleging a risk of future persecution is not entitled to asylum. *See also Campbell v. Sec’y of Health and Human Servs.*, 69 Fed. Cl. 775, 781 (Fed. Cl. 2006) (observing that a review of the Wikipedia website “reveals a pervasive and, for our purposes, disturbing set of disclaimers”); R. Jason Richards, *Courting Wikipedia*, 44 Trial 62 (Apr. 2008) (“Since when did a Web site that any Internet surfer can edit become an authoritative source by which law students could write passing papers, experts could provide credible testimony, lawyers could craft legal arguments, and judges could issue precedents?”).

The BIA did say that Badasa was not prejudiced by the IJ’s reliance on Wikipedia, but it made no independent determination that Badasa failed to establish her identity. Whereas the BIA sometimes applies a “harmless error” standard when an IJ considers improper evidence or makes other procedural error, *see Matter of*

Santos, 19 I. & N. Dec. 105 (BIA 1984); *In re Samuel Cardona*, 2008 WL 1734684 (BIA 2008); *In re Juan Jose Flores-Amezcu Eulalia Pereda*, 2004 WL 2943392 (BIA 2004), and thereby evaluates whether the error affected the IJ's ultimate conclusion, the BIA here determined only that there was sufficient evidence, other than Wikipedia, to establish that the IJ's finding was not "clear error." This is the correct scope of review when an IJ has made findings of fact based on proper evidence, 8 C.F.R. § 1003.1(d)(3)(i), but application of the deferential "clear error" standard to this situation leaves us without a determination by the agency as to whether Badasa proved her identity. We know only that the BIA thinks that if, hypothetically, the IJ had not considered Wikipedia and reached the same conclusion, then that conclusion would not be clearly erroneous. But we do not know whether the IJ would have reached the same conclusion without Wikipedia, or whether (and, if so, why) the BIA believes that the IJ's consideration of Wikipedia was harmless error, in the sense that it did not influence the IJ's decision. Because the BIA's ultimate conclusion that Badasa failed to establish her identity is not adequately explained, we must remand for further proceedings. *See Shahinaj v. Gonzales*, 481 F.3d 1027, 1029 (8th Cir. 2007).

The petition for review is granted, and the case is remanded to the BIA.

ATTACHMENT D: Palisades Collection, L.L.C. v. Graubard, Docket No. A-1338-07T3, Superior Court of New Jersey, Appellate Division, April 17, 2009

NOT FOR PUBLICATION WITHOUT THE
APPROVAL OF THE APPELLATE DIVISION

SUPERIOR COURT OF NEW JERSEY
APPELLATE DIVISION
DOCKET NO. A-1338-07T3

PALISADES COLLECTION, L.L.C.,

Plaintiff-Respondent,

v.

STEVEN GRAUBARD,

Defendant-Appellant.

Argued October 15, 2008 - Decided April 17, 2009

Before Judges Fuentes, Gilroy and Chambers.

On appeal from Superior Court of New Jersey,
Law Division, Bergen County, Docket No.
L-3394-06.

Ronald P. Groseibl argued the cause for appellant
(Mr. Groseibl, attorney; Lawrence W. Lipman, of
counsel and on the brief; Mr. Groseibl, on the brief).

Lawrence J. McDermott, Jr., argued the cause for
respondent (Pressler and Pressler, attorneys;
Mr. McDermott, on the brief).

PER CURIAM

In this credit card collection case, defendant Steven Graubard appeals from the order of the trial court issued after a bench trial, entering judgment against him in the amount of \$17,508. Plaintiff, Palisades Collection L.L.C., is a collection agency that allegedly acquired this account as part

of a portfolio of delinquent accounts originating from Bank One Corporation.

On appeal, defendant argues that the trial court incorrectly applied the doctrine of judicial notice, as codified in N.J.R.E. 201, to determine that plaintiff had the standing to prosecute this claim and that the damages awarded were not supported by competent evidence. We agree with defendant's argument pertaining to the question of liability and reverse.

The evidence presented at trial consisted of a series of documents and the testimony of one witness Peter Fish, the Director of Litigation for Palisades Collection. We derive the following factual recitation from this evidence.

On April 29, 1999,¹ defendant applied for and received authorization to transfer a balance of \$18,000 from another credit card to a Bank One credit card. According to Fish, defendant continued to use the Bank One credit card until May of 2003, increasing his debt to a balance of \$30,543.67. A Bank One Statement dated April 25, 2003, showing defendant's name and address, reflects a payment on the account in the amount of

¹ This date is based on the testimony of plaintiff's representative. However, the only competent evidence presented at trial as to the date plaintiff acquired the credit card was a balance transfer authorization document signed by plaintiff indicating that the credit/balance transfer offer was "Good until May 10, 1999."

\$521.97, and an outstanding balance of \$25,73343. The next payment of \$514 was due on June 16, 2003.

By letter dated February 3, 2006, the law firm of Pressler and Pressler contacted defendant as plaintiff's legal representative, informing him that "the delinquent account # . . . which was previously owed to Chevy Chase Bank has been purchased by PALISADES COLLECTION, L.L.C., and has been placed with the Law Firm of Pressler and Pressler for collection." By letter dated February 6, 2006, defendant informed the Pressler Firm that he was disputing the validity of the claim because, to his knowledge, he had "never been granted credit by the original creditor named in your notification."

On May 5, 2006, plaintiff filed suit against defendant alleging that it was "the owner of the defendant's CHEVY CHASE VISA account" The suit demanded judgment in the amount of \$30,543.67. Defendant filed an answer and counterclaim grounded on the Consumer Fraud Act, N.J.S.A. 56:8-1 to -20, and the Fair Debt Collection Practices Act, 15 U.S.C.A. 1692k(a)(1)(2)(3). After engaging in motion practice, the court dismissed defendant's counterclaim on plaintiff's motion for summary judgment.

At the commencement of the bench trial, plaintiff's counsel moved, pursuant to N.J.R.E. 201(d), to admit into evidence a New

York Times article he personally retrieved from the archives of that newspaper. The article produced in court was a print copy of the electronic version. It was offered to establish that on September 3, 1998, First U.S.A., a unit of Bank One Corporation, "had bought the credit card operations of Chevy Chase Bank F.S.B."

Counsel for plaintiff further moved to admit into evidence a print version of a page from the website of Wikipedia, a company which markets itself as an electronic encyclopedia. Plaintiff offered this to establish that Bank One Corporation was purchased by J.P. Morgan & Company in 2004. Against this backdrop, counsel represented to the trial judge that J.P. Morgan sold the accounts, (including defendant's account) to his client Palisades Acquisition.

Over defense counsel's objections, the trial court granted plaintiff's motions, admitting into evidence the New York Times article and the page from Wikipedia. In support of his ruling, the trial judge took judicial notice that "banks are frequently purchased." After reviewing the two articles, the judge also took judicial notice that "ultimately defendant's account landed at J.P. Morgan . . . [and] was assigned or sold to Palisades Assets."

Immediately after these rulings, plaintiff introduced, again over defendant's objection, a Bill of Sale showing that

[f]or value received and pursuant to the conditions of the Credit Card Account Purchase Agreement between Chase Bank USA, National Association ("Seller") and Palisade Acquisition X, L.L.C. ("Purchaser"), Seller does hereby sell, assign and convey to Purchaser, its successors and assigns, as of September 30, 2005, all right, title and interest of Seller in and to those certain Charged off Accounts described in Exhibit A attached hereto and made a part hereof for all purposes.

According to Fish, the Exhibit A attachment referred to in the Bill of Sale was delivered in electronic form on a compact disc (CD). Although the CD was not admitted into evidence, Fish testified that he had personally reviewed the information contained in the CD to confirm that defendant's account was one of those transferred in this sale.

In light of this evidence, the trial court found that plaintiff failed to produce sufficient evidence to support the charges that increased defendant's debt from \$18,000 to \$30,543.67. The court found, however, that defendant had made a payment of \$492, and subtracted that amount from the original balance transfer of \$18,000. Thus, the court awarded plaintiff \$17,508.

The common law doctrine of judicial notice is codified in N.J.R.E. 201. Subsection (b)(3) describes the rationale of the rule.

The purpose of judicial notice is to save time and promote judicial economy by precluding the necessity of proving facts that cannot seriously be disputed and are either generally or universally known. Judicial notice cannot be used "to circumvent the rule against hearsay and thereby deprive a party of the right of cross-examination on a contested material issue of fact." Because judicial notice may not be used to deprive a party of cross-examination regarding a contested fact, the doctrine also cannot be used to take notice of the ultimate legal issue in dispute.

[State v. Silva, 394 N.J. Super. 270, 275 (App. Div. 2007) (quoting RWB Newton Assocs. v. Gunn, 224 N.J. Super. 704, 711 (App. Div. 1988)).]

We now turn to the court's ruling concerning the admissibility of the Wikipedia and New York Times articles. The question of plaintiff's standing to prosecute this claim was a central issue in dispute. In this context, the doctrine of judicial notice cannot be invoked to permit plaintiff to meet its burden of proof on this issue because: (1) it deprives defendant his right to cross examination regarding contested material facts; and (2) it impermissibly settles the ultimate legal question in dispute, to wit, plaintiff's standing to prosecute this claim. Silva, supra, 394 N.J. Super. at 275.

The trial court's acceptance of Wikipedia was also contrary to the principle that judicial notice must be based upon "sources whose accuracy cannot be reasonably questioned." N.J.R.E. 201(b)(3). We come to this conclusion after reviewing Wikipedia's own self-assessment.

Wikipedia bills itself as the "online encyclopedia that anyone can edit."² Anyone with an internet connection can create a Wikipedia account and change any entry in Wikipedia. In fact, Wikipedia warns readers that "[t]he content of any given article may recently have been changed, vandalized or altered by someone whose opinion does not correspond with the state of knowledge in the relevant fields."³ Thus, it is entirely possible for a party in litigation to alter a Wikipedia article, print the article, and thereafter offer it in court in support of any given position. Such a malleable source of information is inherently unreliable, and clearly not one "whose accuracy cannot be reasonably questioned."

Purged of this inadmissible material, plaintiff has not produced sufficient evidence to show it has the right to collect

² Wikipedia Main Page, http://en.wikipedia.org/wiki/Main_Page

³ Wikipedia Disclaimer Page, http://en.wikipedia.org/wiki/Wikipedia:General_disclaimer

this claim from defendant. In this light, we need not, and specifically do not reach the issue of damages.

Reversed.

I hereby certify that the foregoing
is a true copy of the original on
file in my office.



CLERK OF THE APPELLATE DIVISION

ATTACHMENT E: Revision History of Wikipedia article titled “Management Consulting”

Revision history of Management consulting

From Wikipedia, the free encyclopedia

Browse history

From year (and earlier): From month (and earlier): all Tag filter:

(latest | earliest) View (newer 500) (older 500) (20 | 50 | 100 | 250 | 500)

For any version listed below, click on its date to view it.

For more help, see Help:Page history and Help:Edit summary.

External tools: Revision history statistics (<http://toolserv.org/~daniel/WikiSense/Contributors.php?wikilang=en&wikifam=.wikipedia.org&grouped=on&page=Management+consulting>) (http://stats.grok.se/en/latest/Management_consulting)

(cur) = difference from current version, (prev) = difference from preceding version,

m = minor edit, → = section edit, ← = automatic edit summary

- (cur) (prev) ☐ 18:15, 27 June 2009 NOKESS (talk | contribs) m (24,125 bytes) (undo)
- (cur) (prev) ☐ 01:38, 24 June 2009 Tabletop (talk | contribs) m (24,116 bytes) (Spell government => government) (undo)
- (cur) (prev) ☐ 18:59, 21 June 2009 75.14.216.99 (talk) (24,115 bytes) (→Current state of the industry) (undo)
- (cur) (prev) ☐ 05:32, 19 June 2009 76.21.41.73 (talk) (24,111 bytes) (→Current state of the industry) (undo)
- (cur) (prev) ☐ 17:30, 17 June 2009 TastyPoutine (talk | contribs) (24,107 bytes) (rv, one very is enough) (undo)
- (cur) (prev) ☐ 17:05, 17 June 2009 82.44.217.184 (talk) (24,112 bytes) (→History) (undo)
- (cur) (prev) ☐ 07:00, 17 June 2009 SmackBot (talk | contribs) m (24,107 bytes) (Date maintenance tags and general fixes) (undo)
- (cur) (prev) ☐ 20:59, 16 June 2009 212.183.134.129 (talk) (24,049 bytes) (undo)
- (cur) (prev) ☐ 09:41, 15 June 2009 59.181.111.196 (talk) (24,017 bytes) (→Government consultants) (undo)
- (cur) (prev) ☐ 17:54, 13 June 2009 74.244.33.231 (talk) (23,899 bytes) (undo)
- (cur) (prev) ☐ 05:55, 8 June 2009 Kwiki (talk | contribs) m (24,044 bytes) (→Management consulting companies rating: clean up, typos fixed: prestigious → prestigious (2) using AWB) (undo)
- (cur) (prev) ☐ 03:58, 4 June 2009 Apparition11 (talk | contribs) m (24,044 bytes) (Reverted edits by 122.160.195.170 (talk) to last version by TastyPoutine) (undo)
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- (cur) (prev) ☐ 23:25, 2 June 2009 TastyPoutine (talk | contribs) (24,044 bytes) (-linkspam) (undo)
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- (cur) (prev) ☐ 17:16, 6 May 2009 Cpriano1 (talk | contribs) (22,898 bytes) (→Management consulting companies rating) (undo)
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- (cur) (prev) ○ 05:12, 24 April 2009 190.41.120.51 (talk) (22,887 bytes) (→History: Clarify disamb) (undo)
- (cur) (prev) ○ 03:44, 21 April 2009 Ohnoitsjamie (talk | contribs) m (22,867 bytes) (Reverted edits by 72.131.35.29 (talk) to last version by SmackBot) (undo)
- (cur) (prev) ○ 03:41, 21 April 2009 72.131.35.29 (talk) (22,965 bytes) (→Lists of firms) (undo)
- (cur) (prev) ○ 17:34, 20 April 2009 SmackBot (talk | contribs) m (22,867 bytes) (Date maintenance tags and general fixes) (undo)
- (cur) (prev) ○ 12:38, 20 April 2009 206.49.106.132 (talk) (22,852 bytes) (→History: added a {{says who}}) (undo)
- (cur) (prev) ○ 15:28, 19 April 2009 98.243.202.118 (talk) (22,840 bytes) (Added quotation marks to a passage that was lifted verbatim from a source.) (undo)
- (cur) (prev) ○ 07:11, 17 April 2009 217.224.116.211 (talk) (22,838 bytes) (→Professional qualifications) (undo)
- (cur) (prev) ○ 22:53, 14 April 2009 TastyPoutine (talk | contribs) (22,649 bytes) (-linkspam) (undo)
- (cur) (prev) ○ 20:46, 14 April 2009 63.144.169.200 (talk) (22,704 bytes) (→External links) (undo)
- (cur) (prev) ○ 17:45, 13 April 2009 79.205.164.68 (talk) (22,649 bytes) (The link was wrong, linked to a music magazine. The respective ranking is provided by vault.com.) (undo)
- (cur) (prev) ○ 00:55, 10 April 2009 Ohnoitsjamie (talk | contribs) m (22,642 bytes) (Reverted edits by 131.216.163.217 (talk) to last version by 134.205.71.175) (undo)
- (cur) (prev) ○ 00:54, 10 April 2009 131.216.163.217 (talk) (22,863 bytes) (→Rise of internal corporate consulting groups) (undo)
- (cur) (prev) ○ 18:34, 7 April 2009 134.205.71.175 (talk) (22,642 bytes) (→History) (undo)
- (cur) (prev) ○ 17:44, 5 April 2009 69.143.183.32 (talk) (22,637 bytes) (→Management consulting companies rating) (undo)
- (cur) (prev) ○ 10:18, 2 April 2009 95.220.0.61 (talk) (22,642 bytes) (→Management consulting companies rating) (undo)
- (cur) (prev) ○ 09:58, 2 April 2009 95.220.0.61 (talk) (22,651 bytes) (The most prestigious consulting companies in 2009 according to the Vault magazine) (undo)
- (cur) (prev) ○ 14:00, 23 March 2009 195.153.38.221 (talk) (21,988 bytes) (→Professional qualifications) (undo)
- (cur) (prev) ○ 13:56, 23 March 2009 195.153.38.221 (talk) (21,988 bytes) (→Professional qualifications) (undo)
- (cur) (prev) ○ 10:55, 23 March 2009 Bonadea (talk | contribs) (21,945 bytes) (Undid revision 279121156 by 92.37.120.10 (talk) inappropriate per WP:EL) (undo)
- (cur) (prev) ○ 10:24, 23 March 2009 92.37.120.10 (talk) (22,016 bytes) (→References) (undo)
- (cur) (prev) ○ 20:21, 22 March 2009 76.190.208.155 (talk) (21,945 bytes) (undo)
- (cur) (prev) ○ 21:54, 18 March 2009 12.17.120.141 (talk) (21,926 bytes) (→Current state of the industry) (undo)
- (cur) (prev) ○ 16:29, 18 March 2009 124.76.5.52 (talk) (21,927 bytes) (→Current state of the industry) (undo)
- (cur) (prev) ○ 13:41, 8 March 2009 Kuru (talk | contribs) m (21,909 bytes) (Reverted edits by 70.45.132.164 (talk) to last version by 82.133.14.41) (undo)
- (cur) (prev) ○ 13:28, 8 March 2009 70.45.132.164 (talk) (22,134 bytes) (→Professional qualifications) (undo)
- (cur) (prev) ○ 14:07, 2 March 2009 82.133.14.41 (talk) (21,909 bytes) (undo)
- (cur) (prev) ○ 12:21, 26 February 2009 87.82.48.162 (talk) (21,800 bytes) (undo)
- (cur) (prev) ○ 17:16, 15 February 2009 117.193.162.184 (talk) (21,636 bytes) (→Advantages) (undo)
- (cur) (prev) ○ 20:29, 14 February 2009 Starpeak (talk | contribs) (21,602 bytes) (→Current state of the industry) (undo)
- (cur) (prev) ○ 20:28, 14 February 2009 Starpeak (talk | contribs) (21,632 bytes) (→Current state of the industry) (undo)
- (cur) (prev) ○ 15:34, 28 January 2009 218.186.12.219 (talk) (21,615 bytes) (→Current state of the industry) (undo)
- (cur) (prev) ○ 23:35, 25 January 2009 Rjwilmsi (talk | contribs) m (21,615 bytes) (Typo fixing + Check Wikipedia fixes(1) tidy up DEFAULTSORT/categories, using AWB) (undo)
- (cur) (prev) ○ 00:06, 24 January 2009 Ohnoitsjamie (talk | contribs) m (21,661 bytes) (Reverted edits by 78.86.126.191 (talk) to last version by Ohnoitsjamie) (undo)
- (cur) (prev) ○ 23:42, 23 January 2009 78.86.126.191 (talk) (21,744 bytes) (→External links) (undo)
- (cur) (prev) ○ 23:42, 23 January 2009 78.86.126.191 (talk) (21,744 bytes) (→External links) (undo)
- (cur) (prev) ○ 23:41, 23 January 2009 78.86.126.191 (talk) (21,743 bytes) (→External links: Have added a useful resource site for management consulting) (undo)
- (cur) (prev) ○ 18:22, 23 January 2009 Ohnoitsjamie (talk | contribs) m (21,661 bytes) (Reverted edits by Artemn9 (talk) to last version by Ohnoitsjamie) (undo)
- (cur) (prev) ○ 18:16, 23 January 2009 Artemn9 (talk | contribs) (21,692 bytes) (→Related Culture) (undo)
- (cur) (prev) ○ 15:53, 23 January 2009 Ohnoitsjamie (talk | contribs) m (21,661 bytes) (Reverted edits by 67.8.179.102 (talk) to last version by Trusilver) (undo)

- (cur) (prev) ○ 15:40, 23 January 2009 67.8.179.102 (talk) (20,857 bytes) (→External links) (undo)
- (cur) (prev) ○ 15:13, 23 January 2009 Trusilver (talk | contribs) (21,661 bytes) (remove spam) (undo)
- (cur) (prev) ○ 15:11, 23 January 2009 Trusilver (talk | contribs) (21,868 bytes) (Removing backlinks to WeSolve Consulting that has been speedily deleted per (CSD A7); using TW) (undo)
- (cur) (prev) ○ 14:32, 23 January 2009 Otdelnov (talk | contribs) (21,872 bytes) (→Current state of the industry) (undo)
- (cur) (prev) ○ 12:33, 20 January 2009 Moonriddengirl (talk | contribs) m (21,661 bytes) (Reverted edits by Axialent (talk) to last version by 59.92.19.137) (undo)
- (cur) (prev) ○ 12:11, 20 January 2009 Axialent (talk | contribs) (21,734 bytes) (→References) (undo)
- (cur) (prev) ○ 11:27, 16 January 2009 59.92.19.137 (talk) (21,661 bytes) (→United Kingdom) (undo)
- (cur) (prev) ○ 20:36, 7 January 2009 75.197.192.63 (talk) (21,657 bytes) (→Government consultants) (undo)
- (cur) (prev) ○ 06:01, 4 January 2009 69.94.193.91 (talk) (21,498 bytes) (→Current state of the industry) (undo)
- (cur) (prev) ○ 14:22, 30 December 2008 Ohnoitsjamie (talk | contribs) (21,490 bytes) (→See also: probably don't need this list, but adding it here for now) (undo)
- (cur) (prev) ○ 14:14, 30 December 2008 Ohnoitsjamie (talk | contribs) m (21,448 bytes) (Reverted edits by 213.186.179.14 (talk) to last version by TastyPoutine) (undo)
- (cur) (prev) ○ 10:51, 30 December 2008 213.186.179.14 (talk) (21,558 bytes) (→Professional qualifications) (undo)
- (cur) (prev) ○ 10:20, 26 December 2008 TastyPoutine (talk | contribs) (21,448 bytes) (→External links: -linkspam) (undo)
- (cur) (prev) ○ 08:51, 26 December 2008 202.78.239.195 (talk) (21,526 bytes) (→External links) (undo)
- (cur) (prev) ○ 17:24, 24 December 2008 Minority2005 (talk | contribs) (21,447 bytes) (Further reading) (undo)
- (cur) (prev) ○ 23:39, 20 December 2008 90.31.139.190 (talk) (21,264 bytes) (undo)
- (cur) (prev) ○ 16:08, 18 December 2008 Dworin (talk | contribs) (21,225 bytes) (undo)
- (cur) (prev) ○ 10:31, 10 December 2008 194.178.167.84 (talk) (21,299 bytes) (undo)
- (cur) (prev) ○ 01:16, 6 December 2008 Axlq (talk | contribs) m (21,293 bytes) (Reverted edits by 157.242.198.86 (talk) to last version by TastyPoutine) (undo)
- (cur) (prev) ○ 23:43, 5 December 2008 157.242.198.86 (talk) (21,279 bytes) (→Disadvantages) (undo)
- (cur) (prev) ○ 00:20, 4 December 2008 TastyPoutine (talk | contribs) (21,293 bytes) (rv linkspam, completely unsourced assertion) (undo)
- (cur) (prev) ○ 21:31, 3 December 2008 65.207.129.196 (talk) (21,488 bytes) (→Lists of firms) (undo)
- (cur) (prev) ○ 21:29, 3 December 2008 65.207.129.196 (talk) (21,480 bytes) (→Lists of firms) (undo)
- (cur) (prev) ○ 03:54, 3 December 2008 Dfields77 (talk | contribs) m (21,428 bytes) (undo)
- (cur) (prev) ○ 22:58, 28 November 2008 Albertod4 (talk | contribs) m (21,293 bytes) (→Disadvantages) (undo)
- (cur) (prev) ○ 03:44, 26 November 2008 Ohnoitsjamie (talk | contribs) m (21,291 bytes) (Reverted edits by Mandelman (talk) to last version by 157.191.2.16) (undo)
- (cur) (prev) ○ 03:42, 26 November 2008 Mandelman (talk | contribs) m (21,556 bytes) (→References) (undo)
- (cur) (prev) ○ 00:08, 20 November 2008 157.191.2.16 (talk) (21,291 bytes) (→History) (undo)
- (cur) (prev) ○ 12:49, 14 November 2008 195.213.57.145 (talk) (21,283 bytes) (→Approaches) (undo)
- (cur) (prev) ○ 12:46, 14 November 2008 195.213.57.145 (talk) (21,245 bytes) (→Current state of the industry) (undo)
- (cur) (prev) ○ 08:34, 13 November 2008 99.154.246.205 (talk) (21,205 bytes) (→Advantages) (undo)
- (cur) (prev) ○ 03:57, 8 November 2008 Lisatwo (talk | contribs) m (21,205 bytes) (Disambiguate J.D. to Juris Doctor using popups) (undo)
- (cur) (prev) ○ 13:24, 2 November 2008 Closedmouth (talk | contribs) m (21,192 bytes) (Reverted edits by 71.126.172.13 to last version by 65.9.216.203 (HG)) (undo)
- (cur) (prev) ○ 13:24, 2 November 2008 71.126.172.13 (talk) (21,211 bytes) (undo)
- (cur) (prev) ○ 16:51, 1 November 2008 65.9.216.203 (talk) (21,192 bytes) (→Professional qualifications) (undo)
- (cur) (prev) ○ 03:29, 27 October 2008 Rossami (talk | contribs) (21,129 bytes) (Please do not keep adding your consulting company to these lists. They are illustrative only. If you add one, have a good reason why it's better than a company already listed and remove that one.) (undo)
- (cur) (prev) ○ 00:16, 27 October 2008 76.19.115.42 (talk) (21,135 bytes) (undo)
- (cur) (prev) ○ 17:01, 25 October 2008 Motyka (talk | contribs) (21,129 bytes) (he) (undo)
- (cur) (prev) ○ 18:00, 19 October 2008 Axlq (talk | contribs) m (21,098 bytes) (Reverted edits by 88.167.167.233 (talk) to last version by 128.12.105.111) (undo)
- (cur) (prev) ○ 11:09, 19 October 2008 88.167.167.233 (talk) (21,109 bytes) (undo)
- (cur) (prev) ○ 09:28, 19 October 2008 128.12.105.111 (talk) (21,098 bytes) (→Current state of the industry) (undo)

- (cur) (prev) ○ 21:41, 14 October 2008 Rossami (talk | contribs) m (21,099 bytes) (Reverted edits by 76.19.8.148 (talk) to last version by Misterx2000) (undo)
- (cur) (prev) ○ 20:04, 14 October 2008 76.19.8.148 (talk) (21,103 bytes) (→Current state of the industry) (undo)
- (cur) (prev) ○ 11:46, 13 October 2008 Misterx2000 (talk | contribs) m (21,099 bytes) (→Rise of internal corporate consulting groups: Added subsections.) (undo)
- (cur) (prev) ○ 05:21, 13 October 2008 Thingg (talk | contribs) m (21,149 bytes) (Reverted edits by 72.194.65.151 to last version by SmackBot (HG)) (undo)
- (cur) (prev) ○ 05:21, 13 October 2008 72.194.65.151 (talk) (21,168 bytes) (→Current state of the industry) (undo)
- (cur) (prev) ○ 03:40, 1 October 2008 SmackBot (talk | contribs) m (21,149 bytes) (Date maintenance tags and general fixes) (undo)
- (cur) (prev) ○ 11:35, 30 September 2008 Misterx2000 (talk | contribs) (21,109 bytes) (→Criticism) (undo)
- (cur) (prev) ○ 11:24, 30 September 2008 Misterx2000 (talk | contribs) (20,794 bytes) (undo)
- (cur) (prev) ○ 03:55, 30 September 2008 98.169.138.38 (talk) (20,803 bytes) (→Government consultants) (undo)
- (cur) (prev) ○ 16:59, 29 September 2008 208.118.163.46 (talk) (20,683 bytes) (→Current state of the industry) (undo)
- (cur) (prev) ○ 23:28, 25 September 2008 Sringling (talk | contribs) (20,669 bytes) (→Current state of the industry: Added examples, and special cases of global IT-Providers going into consultancy and niche firms and their typical fates, when successful) (undo)
- (cur) (prev) ○ 23:26, 25 September 2008 Sringling (talk | contribs) (20,669 bytes) (→Current state of the industry) (undo)
- (cur) (prev) ○ 18:38, 24 September 2008 Misterx2000 (talk | contribs) (20,141 bytes) (→Current state of the industry) (undo)
- (cur) (prev) ○ 21:45, 19 September 2008 Rossami (talk | contribs) (20,186 bytes) (Undid revision 238167767 by 59.178.182.209 (talk) remove advertising hype for a single consulting shop) (undo)
- (cur) (prev) ○ 09:06, 15 September 2008 213.219.185.10 (talk) (20,331 bytes) (→Current state of the industry) (undo)
- (cur) (prev) ○ 16:14, 13 September 2008 59.178.182.209 (talk) (20,434 bytes) (→History) (undo)
- (cur) (prev) ○ 19:02, 4 September 2008 Evilmo0 (talk | contribs) m (20,289 bytes) (→Rise of internal corporate consulting groups: list cleanup) (undo)
- (cur) (prev) ○ 19:00, 4 September 2008 Evilmo0 (talk | contribs) m (20,282 bytes) (→Current state of the industry: botched section marker) (undo)
- (cur) (prev) ○ 11:57, 4 September 2008 81.134.3.236 (talk) (20,283 bytes) (undo)
- (cur) (prev) ○ 06:48, 26 August 2008 59.162.129.204 (talk) (20,282 bytes) (undo)
- (cur) (prev) ○ 13:06, 25 August 2008 Rjwilmsi (talk | contribs) m (20,288 bytes) (TypoScan + gen fixes, typos fixed: within it's → within its using AWB) (undo)
- (cur) (prev) ○ 23:52, 23 August 2008 Albertod4 (talk | contribs) m (20,279 bytes) (→Rise of internal corporate consulting groups: SME) (undo)
- (cur) (prev) ○ 13:33, 20 August 2008 XLinkBot (talk | contribs) (20,261 bytes) (BOT--Reverting edits by 207.191.191.21 to revision 233109298 (rule: 'ablogspot\com' (link(s): http://globalteamwork.blogspot.com/2007/04/isg-to-acquire-tpi-for-280mn.html:))) (undo)
- (cur) (prev) ○ 13:32, 20 August 2008 207.191.191.21 (talk) (20,276 bytes) (undo)
- (cur) (prev) ○ 13:29, 20 August 2008 96.4.191.21 (talk) (20,261 bytes) (undo)
- (cur) (prev) ○ 13:29, 20 August 2008 96.4.191.21 (talk) (20,276 bytes) (undo)
- (cur) (prev) ○ 13:28, 20 August 2008 96.4.191.21 (talk) (20,278 bytes) (undo)
- (cur) (prev) ○ 13:26, 20 August 2008 96.4.191.20 (talk) (20,304 bytes) (undo)
- (cur) (prev) ○ 00:26, 20 August 2008 Albertod4 (talk | contribs) m (20,261 bytes) (→Criticism) (undo)
- (cur) (prev) ○ 08:37, 19 August 2008 62.172.72.131 (talk) (20,262 bytes) (→Professional qualifications) (undo)
- (cur) (prev) ○ 08:36, 19 August 2008 62.172.72.131 (talk) (20,252 bytes) (→Professional qualifications) (undo)
- (cur) (prev) ○ 08:35, 19 August 2008 62.172.72.131 (talk) (20,235 bytes) (→Professional qualifications: Added UK actuarial qualifications) (undo)
- (cur) (prev) ○ 17:14, 13 August 2008 Lradrama (talk | contribs) m (20,169 bytes) (Reverted edits by 63.242.165.226 (talk) to last version by 132.58.234.103) (undo)
- (cur) (prev) ○ 17:14, 13 August 2008 63.242.165.226 (talk) (20,203 bytes) (undo)
- (cur) (prev) ○ 22:34, 1 August 2008 132.58.234.103 (talk) (20,169 bytes) (added "of" after "industry" to correct syntax of first sentence) (undo)
- (cur) (prev) ○ 13:33, 1 August 2008 Rossami (talk | contribs) m (20,166 bytes) (Reverted edits by 124.197.45.236 (talk) to last version by 217.41.240.15) (undo)
- (cur) (prev) ○ 13:02, 1 August 2008 124.197.45.236 (talk) (20,232 bytes) (→Current state of the industry) (undo)
- (cur) (prev) ○ 13:00, 1 August 2008 124.197.45.236 (talk) (20,297 bytes) (→Current state of the industry) (undo)
- (cur) (prev) ○ 12:52, 1 August 2008 124.197.45.236 (talk) (20,273 bytes) (→Current state of the industry) (undo)
- (cur) (prev) ○ 12:51, 30 July 2008 217.41.240.15 (talk) (20,166 bytes) (→See also: Add description) (undo)
- (cur) (prev) ○ 12:46, 30 July 2008 217.41.240.15 (talk) (20,145 bytes) (→See also: Move link)

- (undo)
- (cur) (prev) ○ 12:43, 30 July 2008 217.41.240.15 (talk) (20,145 bytes) (→Rise of internal corporate consulting groups: tidy syntax) (undo)
- (cur) (prev) ○ 00:08, 23 July 2008 66.193.212.126 (talk) (20,148 bytes) (→History) (undo)
- (cur) (prev) ○ 00:08, 23 July 2008 66.193.212.126 (talk) (20,146 bytes) (undo)
- (cur) (prev) ○ 23:47, 20 July 2008 Axlq (talk | contribs) m (20,090 bytes) (Undid linkspam inserted by 74.244.33.231 (talk) - if it doesn't have a wiki article, don't put an external link here.) (undo)
- (cur) (prev) ○ 22:36, 20 July 2008 74.244.33.231 (talk) (20,183 bytes) (Undid revision 226834375 by Madcoverboy (talk)) (undo)
- (cur) (prev) ○ 17:04, 20 July 2008 Madcoverboy (talk | contribs) (20,090 bytes) (→History) (undo)
- (cur) (prev) ○ 13:57, 16 July 2008 Rossami (talk | contribs) m (20,183 bytes) (Reverted edits by 117.197.161.29 (talk) to last version by Closedmouth) (undo)
- (cur) (prev) ○ 13:13, 16 July 2008 117.197.161.29 (talk) (19,703 bytes) (→History) (undo)
- (cur) (prev) ○ 13:11, 16 July 2008 117.197.161.29 (talk) (19,818 bytes) (→Current state of the industry) (undo)
- (cur) (prev) ○ 08:14, 11 July 2008 Closedmouth (talk | contribs) m (20,183 bytes) (Reverted edits by 122.163.157.31 to last version by 199.184.176.10 (using Huggle)) (undo)
- (cur) (prev) ○ 08:14, 11 July 2008 122.163.157.31 (talk) (20,246 bytes) (→References) (undo)
- (cur) (prev) ○ 21:52, 8 July 2008 199.184.176.10 (talk) (20,183 bytes) (→History) (undo)
- (cur) (prev) ○ 21:51, 8 July 2008 199.184.176.10 (talk) (20,184 bytes) (→History) (undo)
- (cur) (prev) ○ 21:50, 8 July 2008 199.184.176.10 (talk) (20,187 bytes) (→History) (undo)
- (cur) (prev) ○ 18:53, 8 July 2008 199.184.176.10 (talk) (20,157 bytes) (→History: If we are going to talk about the history of management consulting, then we should point out the pioneering of Alexander Proudfoot in 1946, 17 years before Boston Consulting Group.) (undo)
- (cur) (prev) ○ 18:20, 8 July 2008 Rossami (talk | contribs) (20,002 bytes) (revert. The purpose of this page is to document the history of the industry, not of every company within it.) (undo)
- (cur) (prev) ○ 17:56, 8 July 2008 199.184.176.10 (talk) (20,171 bytes) (→History) (undo)
- (cur) (prev) ○ 16:10, 8 July 2008 199.184.176.10 (talk) (20,037 bytes) (→Professional qualifications) (undo)
- (cur) (prev) ○ 16:09, 8 July 2008 199.184.176.10 (talk) (20,033 bytes) (→Professional qualifications) (undo)
- (cur) (prev) ○ 16:08, 8 July 2008 199.184.176.10 (talk) (20,029 bytes) (→Professional qualifications) (undo)
- (cur) (prev) ○ 09:49, 8 July 2008 87.194.207.143 (talk) (20,002 bytes) (→Criticism) (undo)
- (cur) (prev) ○ 14:39, 2 July 2008 141.113.153.31 (talk) (20,374 bytes) (→Rise of internal corporate consulting groups) (undo)
- (cur) (prev) ○ 14:33, 2 July 2008 141.113.153.31 (talk) (20,381 bytes) (→Rise of internal corporate consulting groups) (undo)
- (cur) (prev) ○ 14:29, 2 July 2008 141.113.153.32 (talk) (20,392 bytes) (→Rise of internal corporate consulting groups) (undo)
- (cur) (prev) ○ 14:28, 2 July 2008 141.113.153.31 (talk) (20,397 bytes) (→Rise of internal corporate consulting groups) (undo)
- (cur) (prev) ○ 14:27, 2 July 2008 141.113.153.32 (talk) (20,396 bytes) (→Rise of internal corporate consulting groups) (undo)
- (cur) (prev) ○ 22:38, 30 June 2008 Rossami (talk | contribs) (18,930 bytes) (revert the addition of apparent linkspam) (undo)
- (cur) (prev) ○ 21:41, 30 June 2008 Santosrosita (talk | contribs) (19,538 bytes) (→External links: External link to Laurel Breeze Consulting LLC) (undo)
- (cur) (prev) ○ 21:38, 30 June 2008 Santosrosita (talk | contribs) (19,233 bytes) (→References) (undo)
- (cur) (prev) ○ 21:33, 30 June 2008 Santosrosita (talk | contribs) m (19,195 bytes) (→References: Added an external link) (undo)
- (cur) (prev) ○ 15:17, 27 June 2008 87.178.193.38 (talk) (18,930 bytes) (→Professional qualifications) (undo)
- (cur) (prev) ○ 11:42, 26 June 2008 147.8.37.44 (talk) (18,751 bytes) (undo)
- (cur) (prev) ○ 22:41, 25 June 2008 Alsbridge (talk | contribs) (18,752 bytes) (→Current state of the industry) (undo)
- (cur) (prev) ○ 10:20, 25 June 2008 192.109.190.88 (talk) (18,748 bytes) (undo)
- (cur) (prev) ○ 10:20, 25 June 2008 192.109.190.88 (talk) (18,748 bytes) (undo)
- (cur) (prev) ○ 12:17, 18 June 2008 80.69.8.190 (talk) (18,756 bytes) (→History) (undo)
- (cur) (prev) ○ 01:51, 17 June 2008 76.185.60.44 (talk) (18,754 bytes) (→History) (undo)
- (cur) (prev) ○ 12:49, 11 June 2008 Hu12 (talk | contribs) m (19,606 bytes) (Reverted edits by 212.38.146.216 (talk) to last version by Axlq) (undo)
- (cur) (prev) ○ 11:25, 11 June 2008 212.38.146.216 (talk) (19,674 bytes) (→External links) (undo)
- (cur) (prev) ○ 05:31, 8 June 2008 Axlq (talk | contribs) m (19,606 bytes) (Reverted edits by 70.174.189.60 (talk) to last version by Rossami) (undo)
- (cur) (prev) ○ 05:03, 8 June 2008 70.174.189.60 (talk) (19,595 bytes) (→History) (undo)
- (cur) (prev) ○ 05:03, 8 June 2008 70.174.189.60 (talk) (19,601 bytes) (→History) (undo)
- (cur) (prev) ○ 13:25, 3 June 2008 Rossami (talk | contribs) (19,606 bytes) (revert. The purpose of this page is to document the history of the industry, not of every company within it.) (undo)
- (cur) (prev) ○ 06:08, 3 June 2008 203.92.222.26 (talk) (19,840 bytes) (undo)
- (cur) (prev) ○ 14:31, 2 June 2008 60.242.187.19 (talk) (19,606 bytes) (→Professional qualifications) (undo)

- (cur) (prev) 09:43, 21 May 2008 CapitalR (talk | contribs) m (19,586 bytes) (Reverted edits by 88.241.114.136 (talk) to last version by Jcblackmon) (undo)
- (cur) (prev) 09:43, 21 May 2008 88.241.114.136 (talk) (19,519 bytes) (undo)
- (cur) (prev) 05:38, 8 May 2008 Jcblackmon (talk | contribs) (19,586 bytes) (undo)
- (cur) (prev) 04:16, 5 May 2008 Arcenciel (talk | contribs) (19,587 bytes) (→Professional qualifications) (undo)
- (cur) (prev) 04:15, 5 May 2008 Arcenciel (talk | contribs) (19,587 bytes) (→Professional qualifications) (undo)
- (cur) (prev) 04:14, 5 May 2008 Arcenciel (talk | contribs) (19,585 bytes) (→Current state of the industry) (undo)
- (cur) (prev) 14:01, 1 May 2008 Frankcalberg (talk | contribs) (19,573 bytes) (→Current state of the industry) (undo)
- (cur) (prev) 13:58, 1 May 2008 Frankcalberg (talk | contribs) (19,575 bytes) (→Current state of the industry) (undo)
- (cur) (prev) 13:34, 30 April 2008 Hu12 (talk | contribs) m (19,573 bytes) (Reverted edits by JShermanweston (talk) to last version by Rossami) (undo)
- (cur) (prev) 13:28, 30 April 2008 JShermanweston (talk | contribs) (19,884 bytes) (→History) (undo)
- (cur) (prev) 21:30, 29 April 2008 Rossami (talk | contribs) (19,573 bytes) (revert the addition of apparent spam) (undo)
- (cur) (prev) 20:05, 29 April 2008 Jbrizzi83 (talk | contribs) m (19,945 bytes) (→Current state of the industry) (undo)
- (cur) (prev) 20:04, 29 April 2008 Jbrizzi83 (talk | contribs) (19,941 bytes) (→Current state of the industry: Added paragraph 3) (undo)
- (cur) (prev) 04:36, 24 April 2008 Chicken Wing (talk | contribs) m (19,573 bytes) (added a "to") (undo)
- (cur) (prev) 14:53, 20 April 2008 Eurhc10 (talk | contribs) m (19,570 bytes) (info regarding Harvard's influence on industry) (undo)
- (cur) (prev) 19:44, 16 April 2008 68.148.164.166 (talk) (19,441 bytes) (→The rise of internal corporate consulting groups) (undo)
- (cur) (prev) 16:43, 15 April 2008 Rossami (talk | contribs) (19,445 bytes) (There are many criticisms of management consultants. That particular blog doesn't seem to meet Wikipedia's standards as a Wikipedia:reliable source) (undo)
- (cur) (prev) 16:29, 15 April 2008 Olenick (talk | contribs) (19,572 bytes) (→Criticism: Added link outlining criticism of consultants by product and business developers) (undo)
- (cur) (prev) 14:13, 12 April 2008 Gillis (talk | contribs) (19,445 bytes) (come on, i'm a big hggttg fan, but that's rather redundant now isn't it... especially as it just redirects to a subsection of another article) (undo)
- (cur) (prev) 15:12, 7 April 2008 Hu12 (talk | contribs) m (19,567 bytes) (Reverted edits by Trooperbill (talk) to last version by 206.248.132.69) (undo)
- (cur) (prev) 13:33, 7 April 2008 Trooperbill (talk | contribs) (19,687 bytes) (→References) (undo)
- (cur) (prev) 03:40, 2 April 2008 206.248.132.69 (talk) (19,567 bytes) (→Professional qualifications) (undo)
- (cur) (prev) 13:18, 29 March 2008 Rossami (talk | contribs) (19,466 bytes) (Revert addition of a spam-link. Please read the note right below what you wrote that said "PLEASE DON'T ADD MORE LINKS") (undo)
- (cur) (prev) 06:24, 29 March 2008 71.229.154.209 (talk) (19,527 bytes) (→External links) (undo)
- (cur) (prev) 08:48, 28 March 2008 Vapour (talk | contribs) (19,466 bytes) (→Government consultants) (undo)
- (cur) (prev) 15:49, 16 March 2008 86.138.3.103 (talk) (19,505 bytes) (→Current state of the industry) (undo)
- (cur) (prev) 15:36, 16 March 2008 86.138.3.103 (talk) (19,485 bytes) (→Current state of the industry) (undo)
- (cur) (prev) 12:32, 13 March 2008 83.229.101.219 (talk) (19,481 bytes) (→Related Culture) (undo)
- (cur) (prev) 21:27, 4 March 2008 Krushdiva (talk | contribs) (19,409 bytes) (removed no refererce template. references provided.) (undo)
- (cur) (prev) 18:22, 2 March 2008 Persian Poet Gal (talk | contribs) m (19,440 bytes) (rv spam link) (undo)
- (cur) (prev) 18:21, 2 March 2008 Bsdunch (talk | contribs) m (19,495 bytes) (→External links) (undo)
- (cur) (prev) 19:48, 28 February 2008 Rossami (talk | contribs) m (19,440 bytes) (Reverted edits by 85.135.163.34 (talk) to last version by 192.165.213.18) (undo)
- (cur) (prev) 19:37, 28 February 2008 85.135.163.34 (talk) (19,449 bytes) (→History) (undo)
- (cur) (prev) 12:03, 28 February 2008 192.165.213.18 (talk) (19,440 bytes) (undo)
- (cur) (prev) 12:01, 28 February 2008 192.165.213.18 (talk) (19,465 bytes) (undo)
- (cur) (prev) 01:32, 23 February 2008 Axlq (talk | contribs) m (19,439 bytes) (rv linkspam) (undo)
- (cur) (prev) 13:05, 22 February 2008 62.167.232.65 (talk) (19,610 bytes) (→Professional qualifications) (undo)
- (cur) (prev) 13:04, 22 February 2008 62.167.232.65 (talk) (19,596 bytes) (→Professional qualifications) (undo)
- (cur) (prev) 12:57, 22 February 2008 62.167.232.65 (talk) (19,517 bytes) (→Institutes) (undo)
- (cur) (prev) 17:44, 21 February 2008 Hu12 (talk | contribs) (19,439 bytes) (advert) (undo)
- (cur) (prev) 16:36, 21 February 2008 Atlantic777 (talk | contribs) (22,311 bytes) (→History)

- (undo)
- (cur) (prev) ○ 15:57, 16 February 2008 Lamro (talk | contribs) m (19,439 bytes) (N-dash) (undo)
- (cur) (prev) ○ 09:17, 31 January 2008 15.219.201.68 (talk) (19,439 bytes) (→Approaches) (undo)
- (cur) (prev) ○ 12:05, 29 January 2008 Cometstyles (talk | contribs) m (19,440 bytes) (Reverted edits by ANTENEHTSE (talk) to last version by Email4jonathan) (undo)
- (cur) (prev) ○ 12:05, 29 January 2008 ANTENEHTSE (talk | contribs) (22,593 bytes) (FAD CONSULTANCY PLC,FAD) (undo)
- (cur) (prev) ○ 02:10, 28 January 2008 Eustress (talk | contribs) m (19,440 bytes) (undo)
- (cur) (prev) ○ 17:53, 18 January 2008 Matador910 (talk | contribs) m (19,439 bytes) (→History: Removed a space after "1937" and before the peroid) (undo)
- (cur) (prev) ○ 08:30, 15 January 2008 Indiagirl (talk | contribs) (19,440 bytes) (→See also) (undo)
- (cur) (prev) ○ 04:09, 14 January 2008 Rossami (talk | contribs) m (19,420 bytes) (Reverted edits by 90.194.204.73 (talk) to last version by Crocodile Punter) (undo)
- (cur) (prev) ○ 20:33, 13 January 2008 90.194.204.73 (talk) (19,421 bytes) (→Professional qualifications) (undo)
- (cur) (prev) ○ 12:35, 6 January 2008 Crocodile Punter (talk | contribs) (19,420 bytes) (→History: Removed laundry list) (undo)
- (cur) (prev) ○ 16:15, 3 January 2008 Hu12 (talk | contribs) (20,039 bytes) (Undid revision 181824779 by 122.164.233.114 (talk)) (undo)
- (cur) (prev) ○ 15:07, 3 January 2008 Wprlh (talk | contribs) m (20,060 bytes) (Typo fix) (undo)
- (cur) (prev) ○ 09:07, 3 January 2008 122.164.233.114 (talk) (20,060 bytes) (→See also) (undo)
- (cur) (prev) ○ 03:35, 3 January 2008 Hu12 (talk | contribs) m (20,039 bytes) (Reverted edits by San6033 (talk) to last version by 68.45.198.113) (undo)
- (cur) (prev) ○ 00:00, 3 January 2008 San6033 (talk | contribs) (20,232 bytes) (→Professional qualifications) (undo)
- (cur) (prev) ○ 00:00, 3 January 2008 San6033 (talk | contribs) (20,232 bytes) (→Professional qualifications) (undo)
- (cur) (prev) ○ 23:58, 2 January 2008 San6033 (talk | contribs) (20,209 bytes) (→Professional qualifications) (undo)
- (cur) (prev) ○ 02:04, 31 December 2007 68.45.198.113 (talk) (20,039 bytes) (→Criticism: Irrelevant original research, promotion for companies) (undo)
- (cur) (prev) ○ 03:08, 27 December 2007 Hu12 (talk | contribs) (20,733 bytes) (rvt as not encyclopedic) (undo)
- (cur) (prev) ○ 03:02, 27 December 2007 67.82.37.30 (talk) (21,179 bytes) (→Current state of the industry) (undo)
- (cur) (prev) ○ 21:13, 24 December 2007 Axlq (talk | contribs) m (21,093 bytes) (Undid advertising by 99.237.68.116 (talk)) (undo)
- (cur) (prev) ○ 19:23, 24 December 2007 99.237.68.116 (talk) (21,265 bytes) (→Current state of the industry) (undo)
- (cur) (prev) ○ 23:11, 21 December 2007 Hu12 (talk | contribs) m (21,093 bytes) (Reverted edits by 213.215.38.251 (talk) to last version by Dwarf Kirlston) (undo)
- (cur) (prev) ○ 22:01, 21 December 2007 213.215.38.251 (talk) (21,119 bytes) (→Current state of the industry) (undo)
- (cur) (prev) ○ 19:16, 19 December 2007 Dwarf Kirlston (talk | contribs) (21,093 bytes) (→See also: sections and addition of coaching and motivational speaking) (undo)
- (cur) (prev) ○ 10:42, 8 December 2007 SmackBot (talk | contribs) m (20,968 bytes) (Date/fix the maintenance tags or gen fixes using AWB) (undo)
- (cur) (prev) ○ 09:40, 8 December 2007 DMCer (talk | contribs) (20,949 bytes) (→History: cite) (undo)
- (cur) (prev) ○ 06:29, 6 December 2007 76.98.132.226 (talk) (20,941 bytes) (→History: rewrote text to compensate for conjecture/unsubstantiated opinion) (undo)
- (cur) (prev) ○ 01:25, 6 December 2007 DMCer (talk | contribs) (20,921 bytes) (→History: minor cleanups) (undo)
- (cur) (prev) ○ 20:23, 5 December 2007 SmackBot (talk | contribs) m (20,958 bytes) (Date/fix the maintenance tags or gen fixes using AWB) (undo)
- (cur) (prev) ○ 19:34, 5 December 2007 Hu12 (talk | contribs) (20,939 bytes) (does not seem to be have been added for verifying article content) (undo)
- (cur) (prev) ○ 19:11, 5 December 2007 167.6.245.98 (talk) (21,014 bytes) (→Criticism) (undo)
- (cur) (prev) ○ 18:37, 4 December 2007 Iridescent (talk | contribs) m (21,014 bytes) (Cleanup & typo fixing , typos fixed: incuding → including, reccomendations → recommendations using AWB) (undo)
- (cur) (prev) ○ 11:59, 4 December 2007 Jlpinar83 (talk | contribs) m (21,015 bytes) (→References: more iw) (undo)
- (cur) (prev) ○ 17:17, 3 December 2007 195.83.11.66 (talk) (20,965 bytes) (→United Kingdom) (undo)
- (cur) (prev) ○ 03:14, 1 December 2007 67.71.62.63 (talk) (20,968 bytes) (undo)
- (cur) (prev) ○ 00:17, 27 November 2007 SmackBot (talk | contribs) m (20,967 bytes) (Date/fix the maintenance tags or gen fixes using AWB) (undo)
- (cur) (prev) ○ 10:52, 25 November 2007 Jnealhicks (talk | contribs) (20,948 bytes) (undo)
- (cur) (prev) ○ 10:50, 25 November 2007 Jnealhicks (talk | contribs) (20,948 bytes) (undo)
- (cur) (prev) ○ 10:24, 25 November 2007 Jnealhicks (talk | contribs) (20,384 bytes) (undo)
- (cur) (prev) ○ 10:21, 25 November 2007 Jnealhicks (talk | contribs) (20,351 bytes) (undo)
- (cur) (prev) ○ 17:55, 23 November 2007 Iridescent (talk | contribs) m (19,808 bytes) (Cleanup &

- typo fixing. Replaced: Oftentimes → Often using AWB) (undo)
- (cur) (prev) ○ 10:23, 23 November 2007 Jnealhicks (talk | contribs) (19,812 bytes) (→Approaches) (undo)
 - (cur) (prev) ○ 10:21, 23 November 2007 Jnealhicks (talk | contribs) (19,796 bytes) (→Approaches) (undo)
 - (cur) (prev) ○ 19:41, 22 November 2007 Jnealhicks (talk | contribs) (19,404 bytes) (→Approaches) (undo)
 - (cur) (prev) ○ 19:37, 22 November 2007 Jnealhicks (talk | contribs) (19,397 bytes) (→Criticism) (undo)
 - (cur) (prev) ○ 19:25, 22 November 2007 Jnealhicks (talk | contribs) (19,634 bytes) (→Criticism) (undo)
 - (cur) (prev) ○ 19:25, 22 November 2007 Jnealhicks (talk | contribs) (19,633 bytes) (→Criticism) (undo)
 - (cur) (prev) ○ 19:14, 22 November 2007 Jnealhicks (talk | contribs) (19,435 bytes) (→Approaches) (undo)
 - (cur) (prev) ○ 19:10, 22 November 2007 Jnealhicks (talk | contribs) (19,426 bytes) (→Approaches) (undo)
 - (cur) (prev) ○ 21:21, 21 November 2007 Jnealhicks (talk | contribs) (18,817 bytes) (undo)
 - (cur) (prev) ○ 21:19, 21 November 2007 Jnealhicks (talk | contribs) (18,893 bytes) (→Current state of the industry) (undo)
 - (cur) (prev) ○ 21:11, 21 November 2007 Jnealhicks (talk | contribs) (18,810 bytes) (→Current state of the industry) (undo)
 - (cur) (prev) ○ 20:46, 21 November 2007 12 Noon (talk | contribs) m (18,812 bytes) (Undid revisions by Jnealhicks (talk) - rm linkpsam (masked as a ref) per WP:EL by a WP:SPA) (undo)
 - (cur) (prev) ○ 20:43, 21 November 2007 Jnealhicks (talk | contribs) (18,897 bytes) (→Current state of the industry) (undo)
 - (cur) (prev) ○ 20:34, 21 November 2007 Jnealhicks (talk | contribs) (18,814 bytes) (→Current state of the industry) (undo)
 - (cur) (prev) ○ 20:29, 21 November 2007 Dekisugi (talk | contribs) (18,812 bytes) (→External links) (undo)
 - (cur) (prev) ○ 20:29, 21 November 2007 Dekisugi (talk | contribs) (18,813 bytes) (→External links) (undo)
 - (cur) (prev) ○ 20:27, 21 November 2007 Jnealhicks (talk | contribs) (18,593 bytes) (→External links) (undo)
 - (cur) (prev) ○ 11:34, 21 November 2007 Nilgesz (talk | contribs) (18,540 bytes) (→External links) (undo)
 - (cur) (prev) ○ 10:02, 21 November 2007 147.114.226.174 (talk) (18,459 bytes) (→History) (undo)
 - (cur) (prev) ○ 03:21, 19 November 2007 Rossami (talk | contribs) m (18,458 bytes) (Reverted edits by 140.247.154.187 (talk) to last version by Hu12) (undo)
 - (cur) (prev) ○ 18:57, 18 November 2007 140.247.154.187 (talk) (18,475 bytes) (→Current state of the industry) (undo)
 - (cur) (prev) ○ 22:00, 16 November 2007 Hu12 (talk | contribs) (18,458 bytes) (→Criticism: Removing mention of specific companies as not encyclopedic.) (undo)
 - (cur) (prev) ○ 21:58, 16 November 2007 Hu12 (talk | contribs) (18,520 bytes) (→History: Removing mention of specific companies as not encyclopedic.) (undo)
 - (cur) (prev) ○ 21:37, 16 November 2007 Rossami (talk | contribs) (19,543 bytes) (revert. As has been said many times before, these are a few examples, not an exhaustive list. Do not add to the list without a reason why the new example should displace an existing one.) (undo)
 - (cur) (prev) ○ 20:23, 16 November 2007 Zillner (talk | contribs) (19,583 bytes) (→History) (undo)
 - (cur) (prev) ○ 05:13, 14 November 2007 Ax1q (talk | contribs) (19,543 bytes) (→Professional qualifications: deleted 2 schools; already covered in MBA bullet) (undo)
 - (cur) (prev) ○ 00:37, 14 November 2007 137.150.102.119 (talk) (19,520 bytes) (→The rise of internal corporate consulting groups) (undo)
 - (cur) (prev) ○ 22:26, 7 November 2007 Rossami (talk | contribs) (19,496 bytes) (revert. MBA is already listed in the bullet immediately above. There's nothing inherently special about an MBA from that one school.) (undo)
 - (cur) (prev) ○ 19:36, 7 November 2007 213.244.23.3 (talk) (19,570 bytes) (→Professional qualifications) (undo)
 - (cur) (prev) ○ 19:55, 5 November 2007 Rossami (talk | contribs) (19,496 bytes) (revert back to last version by Ground Zero. Do not add examples unless there is a good reason why your addition should displace an existing example. These are not comprehensive lists.) (undo)
 - (cur) (prev) ○ 19:00, 5 November 2007 Overfien (talk | contribs) (19,516 bytes) (→History) (undo)
 - (cur) (prev) ○ 16:36, 5 November 2007 128.61.184.172 (talk) (19,487 bytes) (→Professional qualifications) (undo)
 - (cur) (prev) ○ 02:49, 2 November 2007 Ground Zero (talk | contribs) m (19,496 bytes) (→UK: clean up) (undo)
 - (cur) (prev) ○ 02:48, 2 November 2007 Ground Zero (talk | contribs) m (19,435 bytes) (→Reference Links) (undo)
 - (cur) (prev) ○ 03:30, 31 October 2007 Rossami (talk | contribs) m (19,440 bytes) (Reverted edits by 65.96.6.79 (talk) to last version by Rossami) (undo)
 - (cur) (prev) ○ 01:33, 31 October 2007 65.96.6.79 (talk) (19,407 bytes) (undo)
 - (cur) (prev) ○ 04:13, 30 October 2007 Rossami (talk | contribs) (19,440 bytes) (revert again. those are a few examples, not an exhaustive list. Do not add to the list without a good reason why it is a better example than one of the existing ones (which should then be removed))) (undo)

- (cur) (prev) ○ 03:15, 30 October 2007 Bulgogs (talk | contribs) (19,464 bytes) (→Current state of the industry) (undo)
- (cur) (prev) ○ 08:22, 25 October 2007 69.255.250.85 (talk) (19,440 bytes) (→External links) (undo)
- (cur) (prev) ○ 23:17, 24 October 2007 Rossami (talk | contribs) (19,374 bytes) (revert the addition of a link to a blog whose connection to this topic is not apparent) (undo)
- (cur) (prev) ○ 14:46, 24 October 2007 Mccarter44 (talk | contribs) (19,482 bytes) (→External links) (undo)
- (cur) (prev) ○ 17:09, 22 October 2007 Axlq (talk | contribs) m (19,374 bytes) (Undid list expansion by 213.121.242.7 (talk) - keep it concise) (undo)
- (cur) (prev) ○ 11:50, 22 October 2007 213.121.242.7 (talk) (19,393 bytes) (→History) (undo)
- (cur) (prev) ○ 03:34, 22 October 2007 Rossami (talk | contribs) (19,374 bytes) (revert. those are a few examples, not an exhaustive list. Do not add to the list without a good reason why it is a better example than one of the existing ones (which should then be removed)) (undo)
- (cur) (prev) ○ 22:05, 21 October 2007 70.174.189.60 (talk) (19,398 bytes) (→Current state of the industry) (undo)
- (cur) (prev) ○ 17:33, 19 October 2007 HaeB (talk | contribs) m (19,374 bytes) (→UK) (undo)
- (cur) (prev) ○ 14:05, 19 October 2007 Chendy (talk | contribs) (19,368 bytes) (Government) (undo)
- (cur) (prev) ○ 11:20, 18 October 2007 Sookie 02 (talk | contribs) (18,247 bytes) (→History) (undo)
- (cur) (prev) ○ 07:43, 9 October 2007 Ewlyahoom (talk | contribs) (18,246 bytes) ("Management consultant" redirects here.) (undo)
- (cur) (prev) ○ 15:30, 4 October 2007 Scrappity (talk | contribs) (18,124 bytes) (undo)
- (cur) (prev) ○ 08:52, 4 October 2007 193.48.136.25 (talk) (17,342 bytes) (→Professional qualifications) (undo)
- (cur) (prev) ○ 08:52, 4 October 2007 193.48.136.25 (talk) (17,341 bytes) (→See also) (undo)
- (cur) (prev) ○ 08:51, 4 October 2007 193.48.136.25 (talk) (17,370 bytes) (→Professional qualifications) (undo)
- (cur) (prev) ○ 08:50, 4 October 2007 193.48.136.25 (talk) (17,331 bytes) (→See also) (undo)
- (cur) (prev) ○ 19:38, 3 October 2007 71.106.108.92 (talk) (17,302 bytes) (→History) (undo)
- (cur) (prev) ○ 19:31, 3 October 2007 71.106.108.92 (talk) (17,292 bytes) (→History) (undo)
- (cur) (prev) ○ 19:30, 3 October 2007 71.106.108.92 (talk) (17,292 bytes) (→History) (undo)
- (cur) (prev) ○ 19:17, 3 October 2007 71.106.108.92 (talk) (17,243 bytes) (→History) (undo)
- (cur) (prev) ○ 19:08, 3 October 2007 71.106.108.92 (talk) (17,211 bytes) (→History) (undo)
- (cur) (prev) ○ 11:13, 2 October 2007 HaeB (talk | contribs) (16,219 bytes) (Undid revision 160881014 by 219.93.153.253 (talk) - needless detail here) (undo)
- (cur) (prev) ○ 09:23, 28 September 2007 219.93.153.253 (talk) (16,361 bytes) (→History) (undo)
- (cur) (prev) ○ 03:08, 28 September 2007 Gakusha (talk | contribs) m (16,219 bytes) (Reverted edits by Bharatbook to last version by Rossami) (undo)
- (cur) (prev) ○ 03:04, 28 September 2007 Bharatbook (talk | contribs) (16,332 bytes) (→External links) (undo)
- (cur) (prev) ○ 04:27, 22 September 2007 Rossami (talk | contribs) (16,219 bytes) (revert. We want only a very few examples, not comprehensive lists. If you think you have a better example, swap one out. Please don't just add it, though.) (undo)
- (cur) (prev) ○ 00:48, 22 September 2007 142.151.141.85 (talk) (16,251 bytes) (→Current state of the industry) (undo)
- (cur) (prev) ○ 15:12, 14 September 2007 66.92.172.97 (talk) (16,219 bytes) (→Current state of the industry: BAH is not exclusively a "strategy" consulting firm) (undo)
- (cur) (prev) ○ 19:56, 13 September 2007 195.248.125.158 (talk) (16,244 bytes) (→Current state of the industry) (undo)
- (cur) (prev) ○ 19:54, 13 September 2007 195.248.125.158 (talk) (16,244 bytes) (→Current state of the industry) (undo)
- (cur) (prev) ○ 23:41, 9 September 2007 68.55.216.128 (talk) (16,039 bytes) (→Professional qualifications) (undo)
- (cur) (prev) ○ 15:05, 5 September 2007 12.104.42.19 (talk) (16,030 bytes) (undo)
- (cur) (prev) ○ 00:00, 5 September 2007 15.243.169.71 (talk) (16,032 bytes) (→The rise of internal corporate consulting groups) (undo)
- (cur) (prev) ○ 23:50, 4 September 2007 15.243.169.69 (talk) (15,900 bytes) (→Current state of the industry) (undo)
- (cur) (prev) ○ 23:47, 4 September 2007 15.243.169.69 (talk) (15,899 bytes) (→History) (undo)
- (cur) (prev) ○ 22:17, 28 August 2007 Rossami (talk | contribs) m (15,887 bytes) (Reverted edits by Schwein99 (talk) to last version by ClueBot) (undo)
- (cur) (prev) ○ 15:46, 28 August 2007 Schwein99 (talk | contribs) m (15,922 bytes) (Added a descriptive image.) (undo)
- (cur) (prev) ○ 05:50, 28 August 2007 ClueBot (talk | contribs) (15,887 bytes) (Reverting possible vandalism by Special:Contributions/117.97.22.41 (see here). If this is a mistake, report it. Thanks, ClueBot. (Bot)) (undo)
- (cur) (prev) ○ 05:50, 28 August 2007 117.97.22.41 (talk) (31 bytes) (←Replaced page with '{ {Unreferenceddate=May 2007}}'') (undo)
- (cur) (prev) ○ 14:14, 17 August 2007 Mala01ai (talk | contribs) (15,887 bytes) (Added Booz Allen Hamilton) (undo)
- (cur) (prev) ○ 20:19, 16 August 2007 32.97.110.142 (talk) (15,861 bytes) (→History) (undo)
- (cur) (prev) ○ 21:10, 15 August 2007 Hu12 (talk | contribs) (15,810 bytes) (Revert to revision 150985560 dated 2007-08-13 16:51:31 by Axlq using popups) (undo)
- (cur) (prev) ○ 20:47, 15 August 2007 12.151.151.3 (talk) (15,724 bytes) (→Current state of the

- industry) (undo)
- (cur) (prev) ○ 06:12, 14 August 2007 Kid1983uk (talk | contribs) (15,833 bytes) (→Current state of the industry) (undo)
- (cur) (prev) ○ 16:51, 13 August 2007 Ax1q (talk | contribs) m (15,810 bytes) (Undid wikilink to NN firm added by Gaslan (talk)) (undo)
- (cur) (prev) ○ 14:59, 13 August 2007 Gaslan (talk | contribs) (15,832 bytes) (→See also) (undo)
- (cur) (prev) ○ 09:49, 11 August 2007 Resurgent insurgent (talk | contribs) (15,810 bytes) (rv subtle spam) (undo)
- (cur) (prev) ○ 09:03, 11 August 2007 Sydneyconsulting (talk | contribs) (17,268 bytes) (→Types of Consulting Approaches) (undo)
- (cur) (prev) ○ 09:02, 11 August 2007 Sydneyconsulting (talk | contribs) (17,267 bytes) (→Current state of the industry) (undo)
- (cur) (prev) ○ 09:01, 11 August 2007 Sydneyconsulting (talk | contribs) (17,266 bytes) (→Current state of the industry) (undo)
- (cur) (prev) ○ 08:59, 11 August 2007 Sydneyconsulting (talk | contribs) (17,264 bytes) (→Current state of the industry) (undo)
- (cur) (prev) ○ 08:28, 11 August 2007 121.210.121.76 (talk) (17,272 bytes) (→Current state of the industry) (undo)
- (cur) (prev) ○ 03:56, 10 August 2007 G900 (talk | contribs) (15,810 bytes) (→Current state of the industry) (undo)
- (cur) (prev) ○ 04:31, 9 August 2007 70.246.56.144 (talk) (15,795 bytes) (→History) (undo)
- (cur) (prev) ○ 16:12, 7 August 2007 62.47.150.223 (talk) (15,806 bytes) (→Professional qualifications) (undo)
- (cur) (prev) ○ 19:42, 5 August 2007 Smmurphy (talk | contribs) m (15,638 bytes) (rm non-notable link (SPAM)) (undo)
- (cur) (prev) ○ 19:21, 5 August 2007 Danielfarber (talk | contribs) (15,784 bytes) (→External links) (undo)
- (cur) (prev) ○ 19:01, 5 August 2007 Danielfarber (talk | contribs) (15,714 bytes) (→Reference Links) (undo)
- (cur) (prev) ○ 12:28, 3 August 2007 193.191.220.222 (talk) (15,638 bytes) (undo)
- (cur) (prev) ○ 14:51, 29 July 2007 Hu12 (talk | contribs) m (15,634 bytes) (Reverted edits by Tmazzullo (talk) to last version by Tzwizard) (undo)
- (cur) (prev) ○ 14:35, 29 July 2007 Tmazzullo (talk | contribs) m (15,714 bytes) (→External links) (undo)
- (cur) (prev) ○ 14:34, 29 July 2007 Tmazzullo (talk | contribs) m (15,714 bytes) (→External links) (undo)
- (cur) (prev) ○ 06:25, 28 July 2007 Tzwizard (talk | contribs) (15,634 bytes) (→Current state of the industry) (undo)
- (cur) (prev) ○ 19:09, 26 July 2007 141.116.142.28 (talk) (15,426 bytes) (→Current state of the industry) (undo)
- (cur) (prev) ○ 09:53, 26 July 2007 132.149.107.66 (talk) (15,413 bytes) (→Professional qualifications) (undo)
- (cur) (prev) ○ 09:52, 26 July 2007 132.149.107.66 (talk) (15,401 bytes) (→Professional qualifications) (undo)
- (cur) (prev) ○ 10:51, 21 July 2007 Princeton (talk | contribs) (15,356 bytes) (Added the Association of Management Consulting Firms (AMCF) to the external links) (undo)
- (cur) (prev) ○ 03:41, 18 July 2007 MBCMax (talk | contribs) (15,280 bytes) (→Reference Links) (undo)
- (cur) (prev) ○ 03:41, 18 July 2007 MBCMax (talk | contribs) (15,311 bytes) (→Reference Links) (undo)
- (cur) (prev) ○ 14:49, 6 July 2007 Hu12 (talk | contribs) m (15,280 bytes) (Reverted edits by Vonesha (talk) to last version by 71.198.168.67) (undo)
- (cur) (prev) ○ 14:37, 6 July 2007 Vonesha (talk | contribs) m (15,328 bytes) (external links) (undo)
- (cur) (prev) ○ 14:36, 6 July 2007 Vonesha (talk | contribs) m (15,313 bytes) (external links) (undo)
- (cur) (prev) ○ 17:58, 3 July 2007 71.198.168.67 (talk) (15,280 bytes) (→Professional qualifications) (undo)
- (cur) (prev) ○ 12:57, 1 July 2007 Hu12 (talk | contribs) m (15,275 bytes) (Reverted edits by 124.29.203.33 (talk) to last version by JHunterJ) (undo)
- (cur) (prev) ○ 07:38, 1 July 2007 124.29.203.33 (talk) (15,350 bytes) (→External links) (undo)
- (cur) (prev) ○ 23:27, 28 June 2007 JHunterJ (talk | contribs) (15,275 bytes) (clean up, Replaced: Often times → Oftentimes using AWB) (undo)
- (cur) (prev) ○ 05:02, 28 June 2007 66.57.47.12 (talk) (15,277 bytes) (undo)
- (cur) (prev) ○ 15:49, 27 June 2007 Hu12 (talk | contribs) m (15,277 bytes) (Reverted edits by 80.6.91.145 (talk) to last revision by 82.229.142.252) (undo)
- (cur) (prev) ○ 15:39, 27 June 2007 80.6.91.145 (talk) (15,314 bytes) (→External links) (undo)
- (cur) (prev) ○ 15:39, 27 June 2007 80.6.91.145 (talk) (15,303 bytes) (→External links) (undo)
- (cur) (prev) ○ 19:28, 22 June 2007 82.229.142.252 (talk) (15,277 bytes) (Further explanations about "strategy boutiques".) (undo)
- (cur) (prev) ○ 15:16, 22 June 2007 128.61.184.172 (talk) (14,997 bytes) (→Professional qualifications) (undo)
- (cur) (prev) ○ 15:15, 22 June 2007 128.61.184.172 (talk) (14,994 bytes) (→Professional qualifications) (undo)
- (cur) (prev) ○ 15:14, 22 June 2007 128.61.184.172 (talk) (14,970 bytes) (→Professional

- qualifications) (undo)
- (cur) (prev) ○ 15:12, 22 June 2007 128.61.184.172 (talk) (14,907 bytes) (→Professional qualifications) (undo)
- (cur) (prev) ○ 15:11, 22 June 2007 128.61.184.172 (talk) (14,905 bytes) (→Professional qualifications) (undo)
- (cur) (prev) ○ 00:10, 22 June 2007 Hu12 (talk | contribs) m (14,793 bytes) (Reverted edits by 71.117.215.122 (talk) to last revision by Barnetstl) (undo)
- (cur) (prev) ○ 21:46, 21 June 2007 71.117.215.122 (talk) (14,854 bytes) (→External links) (undo)
- (cur) (prev) ○ 20:34, 19 June 2007 Barnetstl (talk | contribs) (14,793 bytes) (undo)
- (cur) (prev) ○ 01:48, 18 June 2007 24.85.236.37 (talk) (14,454 bytes) (→Criticism) (undo)
- (cur) (prev) ○ 01:42, 18 June 2007 24.85.236.37 (talk) (14,427 bytes) (→The rise of internal corporate consulting groups) (undo)
- (cur) (prev) ○ 01:35, 18 June 2007 24.85.236.37 (talk) (14,403 bytes) (→History) (undo)
- (cur) (prev) ○ 01:34, 18 June 2007 24.85.236.37 (talk) (14,398 bytes) (→History) (undo)
- (cur) (prev) ○ 16:04, 15 June 2007 192.70.218.25 (talk) (14,403 bytes) (→Current state of the industry) (undo)
- (cur) (prev) ○ 12:41, 8 June 2007 Joie de Vivre (talk | contribs) m (14,417 bytes) (Reverted 1 edit by Transerofpower identified as vandalism to last revision by Hubbardaie. using TW) (undo)
- (cur) (prev) ○ 09:36, 8 June 2007 Transerofpower (talk | contribs) (14,597 bytes) (→External links) (undo)
- (cur) (prev) ○ 00:41, 8 June 2007 Hubbardaie (talk | contribs) (14,417 bytes) (undo)
- (cur) (prev) ○ 23:58, 7 June 2007 Dassiebiekreuz (talk | contribs) (14,381 bytes) (Undid revision 136709123 by Hubbardaie (talk) Removed spam by Hubbardaie) (undo)
- (cur) (prev) ○ 22:53, 7 June 2007 Hubbardaie (talk | contribs) (14,762 bytes) (undo)
- (cur) (prev) ○ 14:31, 4 June 2007 141.28.4.42 (talk) (14,381 bytes) (→Professional qualifications) (undo)
- (cur) (prev) ○ 14:27, 4 June 2007 141.28.4.42 (talk) (14,381 bytes) (→Professional qualifications) (undo)
- (cur) (prev) ○ 14:26, 4 June 2007 141.28.4.42 (talk) (14,375 bytes) (→Professional qualifications) (undo)
- (cur) (prev) ○ 13:09, 4 June 2007 204.155.226.2 (talk) (14,252 bytes) (→History) (undo)
- (cur) (prev) ○ 16:25, 31 May 2007 Hu12 (talk | contribs) m (14,253 bytes) (Reverted edits by 59.93.241.249 (talk) to last version by SmackBot) (undo)
- (cur) (prev) ○ 10:51, 31 May 2007 59.93.241.249 (talk) (14,314 bytes) (→External links) (undo)
- (cur) (prev) ○ 19:07, 30 May 2007 SmackBot (talk | contribs) m (14,253 bytes) (Date/fix the maintenance tags or gen fixes) (undo)
- (cur) (prev) ○ 08:24, 30 May 2007 Michael Devore (talk | contribs) m (14,251 bytes) (typos) (undo)
- (cur) (prev) ○ 22:31, 28 May 2007 Ehn (talk | contribs) m (14,251 bytes) (→Related Professional Qualifications: Better section title) (undo)
- (cur) (prev) ○ 22:29, 28 May 2007 Ehn (talk | contribs) m (14,259 bytes) (→Criticism: Removed superfluous whitespace) (undo)
- (cur) (prev) ○ 08:01, 28 May 2007 62.57.230.93 (talk) (14,264 bytes) ({{unreferenced}}) (undo)
- (cur) (prev) ○ 08:09, 24 May 2007 202.138.159.4 (talk) (14,247 bytes) (undo)
- (cur) (prev) ○ 23:41, 23 May 2007 67.71.46.54 (talk) (14,253 bytes) (undo)
- (cur) (prev) ○ 18:06, 20 May 2007 217.126.148.8 (talk) (14,247 bytes) (→Current state of the industry) (undo)
- (cur) (prev) ○ 18:05, 20 May 2007 217.126.148.8 (talk) (14,246 bytes) (→Current state of the industry) (undo)
- (cur) (prev) ○ 01:45, 17 May 2007 Beatgr (talk | contribs) m (14,225 bytes) (→Related Professional Qualifications) (undo)
- (cur) (prev) ○ 08:22, 10 May 2007 193.234.247.50 (talk) (14,183 bytes) (→Current state of the industry) (undo)
- (cur) (prev) ○ 08:20, 10 May 2007 193.234.247.50 (talk) (14,169 bytes) (→History) (undo)
- (cur) (prev) ○ 08:20, 10 May 2007 193.234.247.50 (talk) (14,168 bytes) (→History) (undo)
- (cur) (prev) ○ 06:46, 9 May 2007 203.206.209.198 (talk) (14,151 bytes) (→Current state of the industry) (undo)
- (cur) (prev) ○ 14:53, 5 May 2007 Mini-Geek (talk | contribs) m (14,133 bytes) (Reverted 1 edit by 134.155.31.84 identified as vandalism to last revision by Hu12. using TW) (undo)
- (cur) (prev) ○ 14:52, 5 May 2007 134.155.31.84 (talk) (14,154 bytes) (undo)
- (cur) (prev) ○ 02:26, 3 May 2007 Hu12 (talk | contribs) m (14,133 bytes) (Reverted edits by Lewis C Conquer (talk) to last version by 62.140.134.14) (undo)
- (cur) (prev) ○ 15:50, 2 May 2007 Lewis C Conquer (talk | contribs) (14,228 bytes) (→External Links) (undo)
- (cur) (prev) ○ 16:19, 1 May 2007 62.140.134.14 (talk) (14,133 bytes) (→Related Professional Qualifications) (undo)
- (cur) (prev) ○ 21:46, 29 April 2007 Dizzyprizzy (talk | contribs) m (14,089 bytes) (→See also) (undo)
- (cur) (prev) ○ 23:58, 28 April 2007 75.183.52.170 (talk) (14,055 bytes) (→History) (undo)
- (cur) (prev) ○ 13:49, 27 April 2007 Hu12 (talk | contribs) m (14,056 bytes) (Reverted edits by 87.127.65.126 (talk) to last version by Hu12) (undo)
- (cur) (prev) ○ 13:15, 27 April 2007 87.127.65.126 (talk) (14,118 bytes) (→External Links) (undo)
- (cur) (prev) ○ 13:01, 27 April 2007 Hu12 (talk | contribs) m (14,056 bytes) (Reverted edits by 87.127.65.126 (talk) to last version by 70.20.131.185) (undo)

- (cur) (prev) 12:31, 27 April 2007 87.127.65.126 (talk) (14,145 bytes) (→External Links) (undo)
- (cur) (prev) 20:11, 17 April 2007 70.20.131.185 (talk) (→History) (undo)
- (cur) (prev) 20:10, 17 April 2007 70.20.131.185 (talk) (→History) (undo)
- (cur) (prev) 21:06, 16 April 2007 Finngall (talk | contribs) (rv spamlink) (undo)
- (cur) (prev) 10:09, 16 April 2007 Hu12 (talk | contribs) m (Reverted edits by Dizzyprizzy (talk) to last version by Nkdim0605) (undo)
- (cur) (prev) 05:54, 16 April 2007 Dizzyprizzy (talk | contribs) (undo)
- (cur) (prev) 05:53, 16 April 2007 Dizzyprizzy (talk | contribs) (undo)
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- (cur) (prev) 04:31, 5 April 2007 Axlq (talk | contribs) m (Reverted unexplained addition of company in spite of comment warning to do so only with an explanation) (undo)
- (cur) (prev) 02:38, 5 April 2007 66.130.48.159 (talk) (→Current state of the industry) (undo)
- (cur) (prev) 10:10, 28 March 2007 Fjamesn (talk | contribs) (→External Links) (undo)
- (cur) (prev) 19:38, 26 March 2007 85.230.194.41 (talk) (undo)
- (cur) (prev) 19:37, 26 March 2007 85.230.194.41 (talk) (undo)
- (cur) (prev) 12:48, 26 March 2007 Egfrank (talk | contribs) (→Current state of the industry: used alternate name - see discussion) (undo)
- (cur) (prev) 11:59, 26 March 2007 Egfrank (talk | contribs) (management consulting - is an industry not the name of the firm - the name of the firm is a management consultancy or management consulting firm.) (undo)
- (cur) (prev) 13:57, 25 March 2007 Pandaplodder (talk | contribs) m (→Related Professional Qualifications) (undo)
- (cur) (prev) 13:54, 25 March 2007 Pandaplodder (talk | contribs) m (→Related Professional Qualifications) (undo)
- (cur) (prev) 03:00, 25 March 2007 Egfrank (talk | contribs) (added link to the management consulting firms category) (undo)
- (cur) (prev) 02:59, 25 March 2007 Egfrank (talk | contribs) (Category cleanup) (undo)
- (cur) (prev) 22:22, 23 March 2007 Pandaplodder (talk | contribs) m (undo)
- (cur) (prev) 22:20, 23 March 2007 Pandaplodder (talk | contribs) m (→External links) (undo)
- (cur) (prev) 21:48, 23 March 2007 Pandaplodder (talk | contribs) m (→External Links: edit Canadian link and entered IMC UK link) (undo)
- (cur) (prev) 21:46, 23 March 2007 Pandaplodder (talk | contribs) m (→See also) (undo)
- (cur) (prev) 18:25, 23 March 2007 131.137.245.198 (talk) (→See also) (undo)
- (cur) (prev) 18:22, 23 March 2007 131.137.245.198 (talk) (→See also) (undo)
- (cur) (prev) 18:19, 23 March 2007 131.137.245.199 (talk) (→Related Professional Qualifications) (undo)
- (cur) (prev) 19:33, 21 March 2007 69.140.162.92 (talk) (→See also) (undo)
- (cur) (prev) 09:58, 21 March 2007 Hu12 (talk | contribs) m (Reverted edits by Mmleonard (talk) to last version by Roc) (undo)
- (cur) (prev) 09:13, 21 March 2007 Mmleonard (talk | contribs) m (Provided example of boutique/specialized firms.) (undo)
- (cur) (prev) 14:49, 17 March 2007 Roc (talk | contribs) m (→History: corrected the time when Arthur D. Little was founded) (undo)
- (cur) (prev) 08:39, 13 March 2007 Hu12 (talk | contribs) (→Criticism: rmv dead cites) (undo)
- (cur) (prev) 23:29, 12 March 2007 Bingcherries (talk | contribs) (→Criticism) (undo)
- (cur) (prev) 23:25, 12 March 2007 Bingcherries (talk | contribs) (undo)
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- (cur) (prev) 23:17, 12 March 2007 Bingcherries (talk | contribs) (Additional information on management consulting criticisms.) (undo)
- (cur) (prev) 09:38, 10 March 2007 Vinograd19 (talk | contribs) (→External links) (undo)
- (cur) (prev) 18:35, 8 March 2007 Rossami (talk | contribs) (→Current state of the industry: preemptive note to attempt to stop the spam that keeps creeping into this paragraph) (undo)
- (cur) (prev) 18:30, 8 March 2007 Rossami (talk | contribs) (revert. Once again, these are a few examples, "not" an exhaustive list. "DO NOT" add anyone else to this sentence without a coherent argument why they should bump someone else off the list.) (undo)
- (cur) (prev) 09:24, 8 March 2007 194.228.118.162 (talk) (→Current state of the industry) (undo)
- (cur) (prev) 22:45, 7 March 2007 Rossami (talk | contribs) m (Reverted edits by 151.191.175.195 (talk) to last version by UnitedStatesian) (undo)
- (cur) (prev) 22:44, 7 March 2007 151.191.175.195 (talk) (→Current state of the industry) (undo)
- (cur) (prev) 08:40, 6 March 2007 UnitedStatesian (talk | contribs) (fixed wikilinks) (undo)
- (cur) (prev) 19:16, 5 March 2007 Hu12 (talk | contribs) m (Reverted edits by 64.241.37.140 (talk) to last version by 77.105.34.218) (undo)
- (cur) (prev) 18:07, 5 March 2007 64.241.37.140 (talk) (→External links) (undo)
- (cur) (prev) 19:27, 28 February 2007 77.105.34.218 (talk) (→External links) (undo)
- (cur) (prev) 18:46, 26 February 2007 UnitedStatesian (talk | contribs) (removed spammy link) (undo)
- (cur) (prev) 18:43, 26 February 2007 UnitedStatesian (talk | contribs) (format cleanup) (undo)

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<u>Edits ↑</u>	<u>User</u>	<u>first edit</u>	<u>last edit</u>
52 (25/27)	Rossami	2003-10-29 00:57	2008-10-27 03:29
32 (14/18)	Hu12	2006-11-30 21:34	2008-06-11 12:49
18 (18/0)	Jnealhicks	2007-11-21 20:27	2007-11-25 10:52
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10 (10/0)	Nbraver100	2006-06-12 20:40	2006-06-14 04:20
8 (8/0)	199.184.176.10 (anon)	2008-07-08 16:08	2008-07-08 21:52
8 (1/7)	Pavel Vozenilek	2005-04-14 00:10	2006-02-15 22:03
8 (1/7)	Ohnoitsjamie	2008-11-26 03:44	2009-04-21 03:44
8 (0/8)	SmackBot (bot)	2006-08-28 01:18	2009-06-17 07:00
7 (7/0)	GollyG	2006-04-15 07:19	2006-04-15 07:55
6 (6/0)	216.208.56.63 (anon)	2009-05-16 09:36	2009-05-16 09:46
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6 (6/0)	TastyPoutine	2008-12-04 00:20	2009-06-17 17:30
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4 (4/0) Goodoldpolonius2	2005-02-19 08:28 2005-11-04 15:06
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2 (1/1) Crocodile Punter	2007-01-30 13:57 2008-01-06 12:35
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1 (1/0) 152.163.100.73 (anon)	2006-01-15 21:57	2006-01-15 21:57
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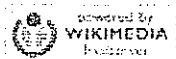
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1 (0/1) Karl-Henner	2005-04-21 23:30	2005-04-21 23:30
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1 (1/0) Lewis C Conquer	2007-05-02 15:50	2007-05-02 15:50
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1 (0/1) Mini-Geek	2007-05-05 14:53	2007-05-05 14:53
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1 (1/0) Gillis	2008-04-12 14:13	2008-04-12 14:13
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